CGIAR
Science for a food-secure future

This detailed report on the financial performance of the CGIAR Consortium Member Centers in 2015 is based on their audited financial statements.

2015 CGIAR Financial Report

Prepared by: The CGIAR Consortium Office and the CGIAR Fund Office

This report was approved by the CGIAR Consortium Board at its 26th meeting, 20-21 June 2016

CONTENTS

Cover photos: Tri Saputro_CIFOR, AS Rao_ICRISAT, Holly Holmes_WorldFish, Mann_ILRI, Neil Palmer_CIAT.

Executive Summary

CGIAR is the world's leading research partnership on sustainable crop and animal agriculture, forestry and fisheries, with an annual turnover of close to $1 billion and approximately 11,000 staff in 96 countries. CGIAR members, countries, private foundations and regional and international organizations contribute with financing, technical and operational support and strategic direction.

This CGIAR Financial Report for the year 2015 presents financial data for the first year of 2015-2016 extension proposals of the CGIAR Research Programs (CRP), as relevant to CGIAR's first 2010-2015 Strategy and Results Framework.

CGIAR experienced an overall system revenue decrease of 10% ($109 million), from $1,080 million in 2014 to $971 million in 2015. System expenditures declined from $1,067 million to $985 million, a decrease of $82 million.

Windows 1&2 suffered the biggest decline of 32% ($122 million), from $382 million to $260 million, and bilateral decreased by 11% ($48 million), from $437 to $389 million in 2015. Window 3, on the other hand, increased by 24% ($56 million), from $238 million in 2014 to $294 million in 2015. Center own income increased by 22% ($5 million), from $23 million to $28 million.

In 2015, the CGIAR system recorded a shortfall of $14 million after a number of consecutive years of surpluses. The impact of the funding reduction is not yet fully visible in the 2015 Statements of Activities of the Centers. The full impact may have yet to show in 2016.

The gap between absorption of funds by CRPs and funds disbursed from the CGIAR Fund (Windows 1, 2 and 3), which occurs primarily as a result of late in the year fund inflow into the CGIAR Fund, is narrowing, but it still amounts to $440 million of which only 17% is from Windows 1&2.

System financial performance indicators have remained solid. While unrestricted net assets have decreased from $281 million to $269 million, days of operating reserves have increased from 103 days to 111 days as a result of a reduced research agenda, which resulted in lower daily operating expenditures. The indirect cost ratio has seen a slight increase, from 14% in 2014 to 15% in 2015.

Despite all efforts to convince bilateral grantors to accept the 2% Cost Sharing Percentage (CSP), some Centers have made limited progress in collecting these amounts. Total collection increased from 49% in 2014 to 58% in 2015. However, there is a wide disparity between Centers (as low as 20% and as high as almost

90%), which is difficult to justify.
The Strategy and Results Framework (SRF) identifies the research agenda priorities of the system where CGIAR has a comparative advantage to deliver maximum and societal impact from its investments, including genetic improvement of crops, livestock, fish and trees; nutrition and health; and climate smart agriculture. The result of this prioritization process is a holistic portfolio that maximizes the returns on research for development investments, aligned with the global ambition reflected in the United Nation's Sustainable Development Goals (SDG).

Generating lasting impact at scale by producing healthy diets for all from sustainable agri-food systems, countering the effects of climate change and combating degradation of agricultural landscapes and ecosystem services – all these objectives require integrated solutions and the agile ability to react to changing circumstances and take advantage of new discoveries.

Donors continue to contribute to CGIAR, either through the CGIAR Fund or bilaterally. Donors contributing to the CGIAR Fund may designate their resources to one or more of three system funding windows:

- Contributions to Window 1 are received from donors without restriction. The Fund Council sets priorities and decides how Window 1 funds should be employed, mainly through funding of CRPs and the operational costs of system entities.

- Contributions to Window 2 are designated by CGIAR Fund donors to specific CRPs. Prior to disbursement of these resources to the CRP Lead Centers, the CSP of 2% is deducted to contribute towards financing system costs.

- Window 3 contributions are allocated to specific Centers by donors. Centers receive the funds net of the 2% CSP.

In 2015, contributions through the CGIAR Fund represented 59% of total funding ($554 million) and bilateral project grants represented 41% of funding ($389 million), maintaining the same ratio as 2014.

The 2014-2015 CRP Financing Plan experienced significant reductions, from an initial figure of $391 million, as approved in 2013 for the 2015 calendar year, to $242 million for 2015, as adjusted in October 2015. As a result, Centers and CRPs were required to implement cuts, lay off staff and adjust operations to the new funding reality. While the impact of late retroactive budget adjustments is not fully visible in 2015, the first system shortfall of $14 million (despite using $28 million of Center own funds), is an indication of how Center and CRP management dealt with such unexpected changes.

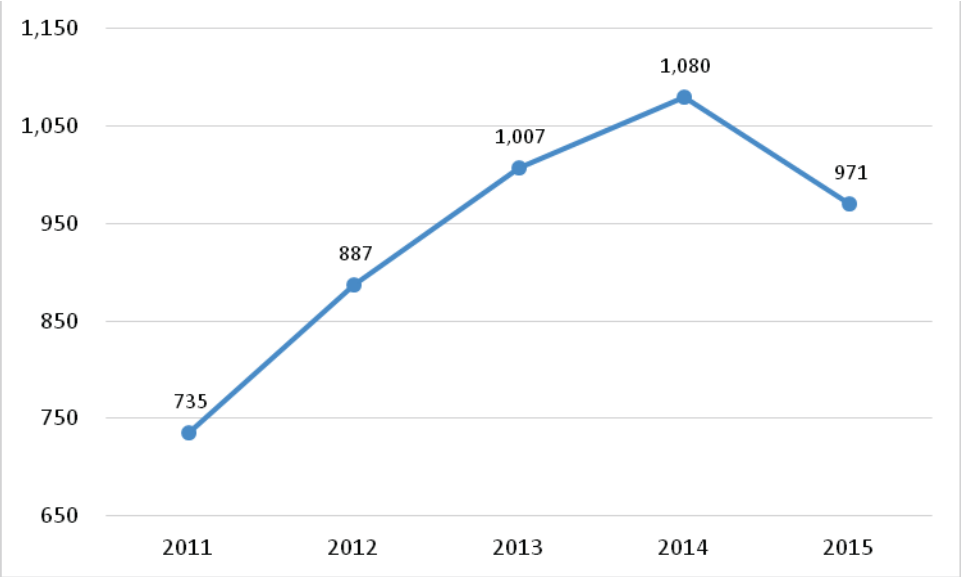
1 Financial Highlights

During the six years from 2008 to 2014, CGIAR was privileged to see its donor contributions double, to over $1 billion in 2014.

In 2015, system revenue declined by 10% as a result of the difficult social and economic environment with which many donors continue to be confronted.

Including Center own income, the total system revenue in 2015 was $971 million, compared with $1,080 million in 2014. This lower revenue was driven by a 32% decrease in Windows 1&2, from $382 million to $260 million, and an 11% decline in bilateral project grant expenditures, from $437 million to $389 million. This decrease could not be compensated by a 24% increase in Window 3 revenue, which increased from $238 million to $294 million. Window 3 has transformed from its initial intention of providing unrestricted funds to Centers, and has become a quasi-bilateral funding mechanism channeled through the CGIAR Fund. Overall, Centers used 22% ($5 million) more own income in 2015, up from $23 million to $28 million.

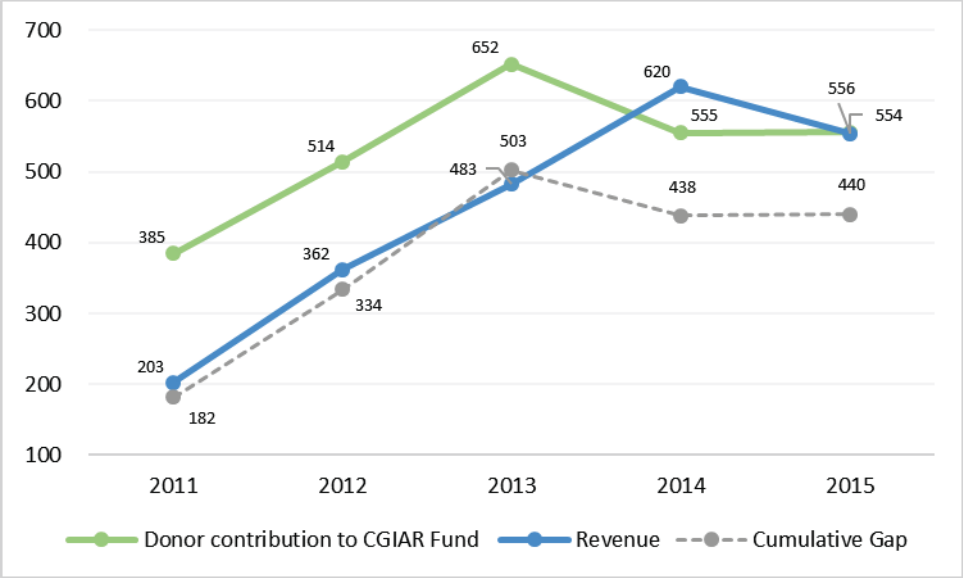
Figure 1(a): Evolution of System Revenue ($ million)



Donor contributions to Windows 1, 2 and 3 of the CGIAR Fund, totaling $556 million in 2015, were concentrated in the second half of the year, and in the case of some donors, towards the end of the year. The gap between absorption of funds by CRPs and funds disbursed from the CGIAR Fund (Windows 1, 2 and 3), which occurs primarily as a result of late in the year fund inflow into the CGIAR Fund, has declined from a high of $503 million in 2013.

However, the cumulative gap still amounts to $440 million, as shown in Figure 1(b) below, of which $364 million relates to Window 3 and $76 million to Windows 1&2. This $76 million was from the last disbursement from the CGIAR Fund of $133 million in November 2015. While these funds are committed for research by Centers and partners and are accounted for in the Balance Sheet of Centers and the CGIAR Fund trust account, it is important to understand the nature of this occurrence.

Figure 1(b): Evolution of Donor Contribution (W1, 2 and 3) and Absorption by the System ($ million)



2 Accounting Standards and Audit

Externally audited financial statements from each Center form the basis of this financial report. These were reviewed and aggregated according to fiduciary management and reporting standards approved by CGIAR to guide the Centers in these areas. Inter-Center activities were eliminated by the Consortium financial team. In conformity with Generally Accepted Accounting Principles (GAAP), Center Financial Statements were prepared on the accrual basis. To ensure that Center Financial Statements accord with international GAAP, CGIAR Financial Guideline No. 2 (FG2) states that accounting policies and reporting practices will be updated to bring them into compliance with International Financial Reporting Standards (IFRS). It is noted that CIAT is now fully IFRS compliant and has issued its 2015 Annual Financial statements under IFRS standards. All Centers will be IFRS compliant with financial reporting by 2017.

Additional information on financial compliance is shown in Box 1, while Box 2 shows the Centers' and CGIAR Consortium's external auditors for the years that ended on 31 December 2014 and 2015, respectively.

Box 1: Compliance with Financial Guidelines

To ensure transparency and consistency in financial practices and the presentation of financial information, the 15 CGIAR Centers are required to follow financial guidelines approved by the Consortium Board and endorsed by the CGIAR Fund Council as part of a CGIAR system common operational framework. These are developed by the Consortium, with input from Center finance professionals and external experts.

A group of Center finance and internal audit professionals conducts an annual peer review of the Centers' externally audited financial statements, to assess their compliance with CGIAR accounting policies and reporting guidelines, as well as to validate the analysis underpinning the CGIAR Financial Report. The 2015 peer review will be completed in July 2016. In the past, all Center Financial Statements were pronounced satisfactory from this peer group. Each Center and the CGIAR Consortium received an unqualified audit opinion from its external auditors in 2015.

Box 2: CGIAR Consortium and Center External Auditors

Reporting Entity	External Auditors	
CGIAR Member Center	**2014**	**2015**
AfricaRice	KPMG	KPMG
Bioversity	PricewaterhouseCoopers	PricewaterhouseCoopers
CIAT	Ernst & Young	Ernst & Young
CIFOR	PricewaterhouseCoopers	PricewaterhouseCoopers
CIMMYT	KPMG	KPMG
CIP	Ernst & Young	Ernst & Young
ICARDA	Ernst & Young	Ernst & Young
ICRISAT	KPMG	KPMG
IFPRI	KPMG	KPMG
IITA	PricewaterhouseCoopers	PricewaterhouseCoopers
ILRI	KPMG	Ernst & Young
IRRI	KPMG	KPMG
IWMI	KPMG	KPMG
World Agroforestry Center	PricewaterhouseCoopers	PricewaterhouseCoopers
WorldFish	Grant Thornton	Grant Thornton
Consortium	**2014**	**2015**
CGIAR Consortium	PricewaterhouseCoopers	PricewaterhouseCoopers

3 Financial Outcome

System revenue funded from the CGIAR Fund, as reported by Centers, system entities, special initiatives and other partner programs according to FG2 accrual accounting is $554 million (see Table 1 below). Accrual accounting means that revenues are recognized at the moment when expenditures are reported and accounted for. In other words, program revenues will match program expenditures. CGIAR Fund revenues consisted of $488 million CRP and $66 million non-CRP. The CRP or program expenditure is made up of $242 million of Windows 1&2 and $246 million of Window 3, representing a 50-50 share compared with a 2/3-1/3 share in 2014. Revenue from bilateral funding was $389 million, of which $296 million was spent for CRPs and $93 million for non-CRP.

Total system expenditures in 2015 were $985 million, a decrease of $82 million, or 8%, over 2014 expenditures of $1,067 million. The net result was a shortfall of $14 million. Many Centers were unable to cover the reduction in 2015 income, despite a reduction in expenses, and ten Centers recorded deficits in 2015. Two Centers finished with balanced budgets.
ILRI recorded a surplus only as a result of an extraordinary income related to the sale of a property asset. The remaining two Centers generated a surplus (see Table 8 in section 7 below).

Table 1: Total Revenues and Expenditures, 2015 Compared with 2014
($ million)

	2015			2014		
Revenue	**Total**	**CRPs**	**Non-CRPs**	**Total**	**CRPs**	**Non-CRPs**
CGIAR Fund Window 1&2	**260**	242	17	**382**	362	20
CGIAR Fund Window 3	**294**	246	48	**238**	182	56
	554	**488**	**66**	**620**	**544**	**76**
Bilateral	**389**	296	93	**437**	338	99
Sub-Total Funding	**943**	**784**	**159**	**1,057**	**882**	**175**
Center Own income	**28**	18	10	**23**	5	18
Total Revenue	**971**	**802**	**169**	**1,080**	**887**	**193**
Expenditure						
CRPs	802			887		
Other Programs	163			160		
Systems entities and special initiatives	20			20		
Total expenditure	**985**			**1,067**		
Net result	**(14)**			**13**		

Table 1 is a summary of all revenues and expenditures in the CGIAR system and includes expenditures for system entities, special initiatives and other partner programs (see also Table 11b in section 9 below). System entity expenditures are not part of the Financial Statements of the Centers.

Donors can contribute either through the CGIAR Fund or through bilateral grants made directly to Centers. Figure 2a is based on information provided in the Financial Statements of the Centers, and system entities reported (revenue is recognized to the extent that service is provided or expenses incurred). The impact of the reduction in contributions to the CGIAR Fund, and the continued decline in bilateral funding since 2013, is now showing in the operations of Centers.

Figure 2(a) below further illustrates how the sources of funding have evolved over 5 years and how the different funding windows complement each other, allowing the system to deliver on the research portfolio.

Figure 2(a): Analysis of Center Revenue by Source of Funding ($ million)

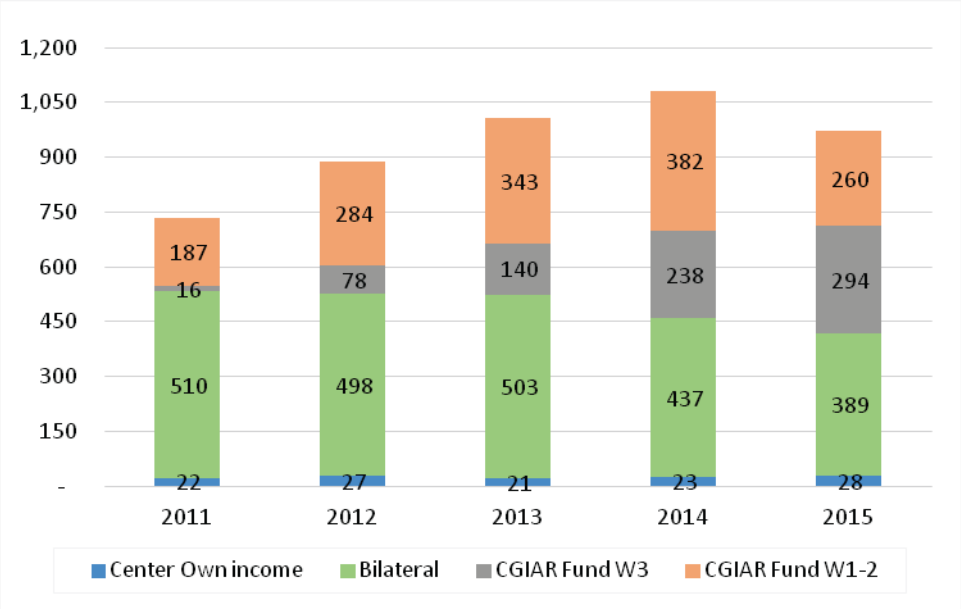
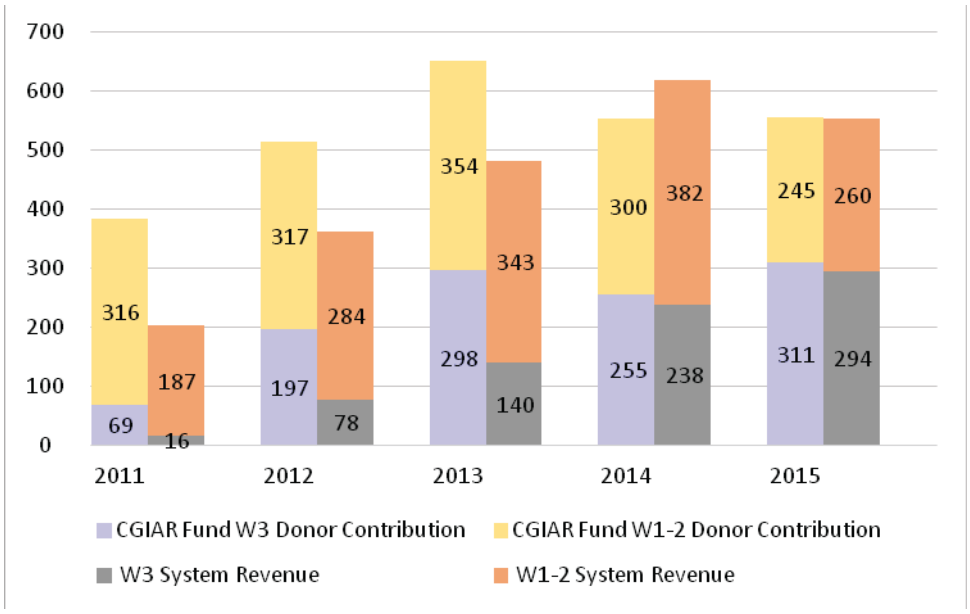


Figure 2(b) below shows donor contributions to the CGIAR Fund by funding Windows 1&2 and 3 and how Centers are absorbing these funds by window. Figure 2(b) further demonstrates the changing modalities of donor contributions to the CGIAR Fund, compared with how the system is using these resources.

Figure 2(b): Analysis Donor Contribution to CGIAR Fund Compared to System Revenue ($ million)



4 The CGIAR Fund and Donor Contributions

As mentioned above, the Financial Statements of the 15 Centers were prepared on the accrual basis of accounting. Hence, revenues are only recognized to the extent that expenditures are reported and accounted for, which means money spent in the CGIAR context. However, the CGIAR Fund, administered by the International Bank for Reconstruction and Development, or World Bank as trustee, reports funding based on cash receipts and disbursements, as modified under the trustee provisions agreed with the CGIAR system. Therefore, Tables 2, 3, 4 and 5 of this section are not directly comparable with tables referred to outside this section.

CGIAR Fund receipts, disbursements and balances

In 2015, contributions to the CGIAR Fund were $552 million ($556 million including contributions in process). This is approximately the same level as the contributions received by the CGIAR Fund in 2014. In 2015, Window 3 grew by 26% over 2014, while Windows 1&2 combined – which accounted for 44% of total CGIAR Fund contributions last year – saw a decline of 18%, or $54 million. The reduction was the result of economic difficulties, the refugee crisis in Europe, shifts in donor priorities and strengthening of the US dollar against other currencies, the latter of which accounted for 24% of the reduction from non-US dollar contributions.

As of 31 December 2015, nearly all (99%) the CGIAR Fund contributions had been received, enabling the disbursement of the budget requirements for 2015 before the end of the year, albeit late in the year. The funding received in 2015 included two advance payments for 2016: 100% of Denmark's contribution to Window 1, and half Australia's funding for Windows 1&2.

Figure 3 illustrates how funds projected materialized towards the end of the year for both 2014 and 2015.

As an important tool in delivering increased predictability for the research agenda, as at 2015, the following donors had made multi-year commitments to the CGIAR Fund: Australia, Belgium, Bill & Melinda Gates Foundation, Denmark, IFAD, Luxembourg, the Netherlands, New Zealand, South Africa, Sweden, Switzerland and the United Kingdom.

Figure 3: CGIAR Funds Projected and Received, 2015 and 2014
($ million)

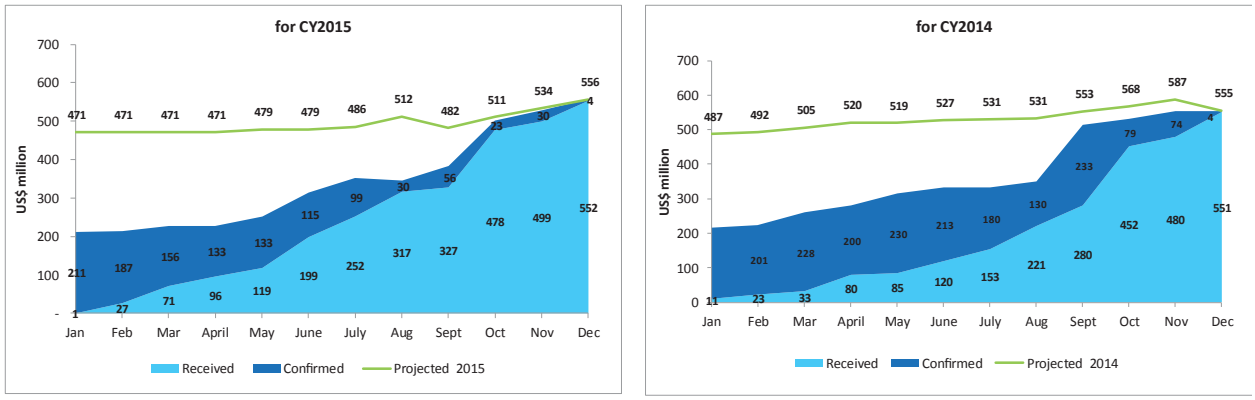
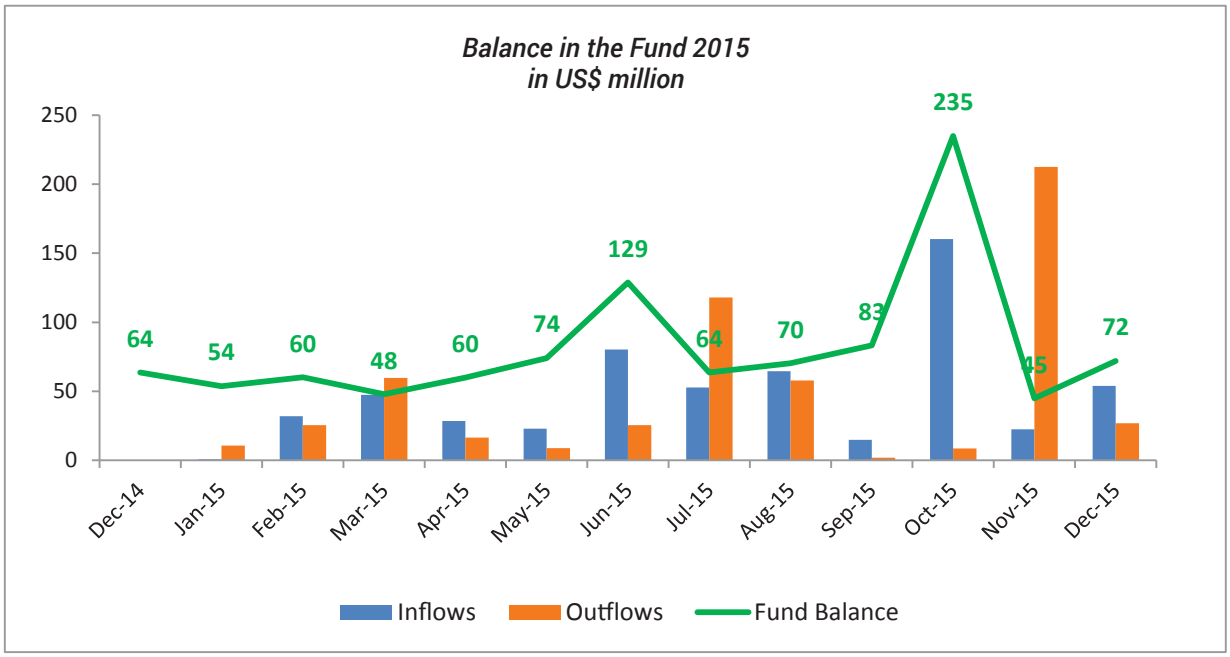


Figure 4: CGIAR Fund Inflows, Disbursements and Balance, 2015
($ million)



Of the $573 million disbursed by the CGIAR Fund in 2015, $268 million was from Windows 1&2 and $305 million was from Window 3.

The following Tables 2 to 5 illustrate activities of CGIAR Fund.

Table 2 shows the status of the CGIAR Fund (statement of receipts, disbursements and fund balances) as at 31 December 2015.

Table 2: CGIAR Fund Statement of Receipts, Disbursements and Fund Balance, End of 2015 ($ million)

	Window 1	Window 2	Window 3	Provisional	Total
Balance b/f from 2014	**32.3**	**0.2**	**21.6**	**9.7**	**63.7**
Receipts					
Prior years contributions received in 2015	0.2	0.1	10.8		11.1
2015 Contributions received in 2015[a]	118.9	125.2	308.1		552.2
Returns & CSP from bilateral 2013/2014	8.2	9.7			17.9
Total available in 2015	**159.6**	**135.2**	**340.5**	**9.7**	**644.9**
Transfers					
Cost Sharing Percentage	**9.0**	**(2.5)**	**(6.5)**		**0.0**
Transfer from Provisional	**1.0**	**0.1**	**6.4**	**(7.5)**	**0.0**
Less: Disbursements	**(142.5)**	**(125.5)**	**(305.1)**	**0.0**	**(573.0)**
Fund Balance	**27.2**	**7.3**	**35.2**	**2.2**	**71.9**
Contributions in process[a]	**1.3**	**0.1**	**2.8**		**4.2**

[a] see Table 3

[1] Tables 2 to 5 in this section show the cash movement in and out of the CGIAR Fund. The overall results reported in Table 1 are based on accrual accounting (revenue recognized when expensed), as stated in Section 2, and are therefore not comparable.

Table 3 shows donor contributions received by the CGIAR Fund by window. Table 4 shows a breakdown of Window 2 contributions by donor and by CRP, respectively.

Table 3: Donor Contributions to the CGIAR Fund, 2015 ($ million)

Receipts	Window 1	Window 2[1]	Window 3	Total CGIAR Fund
Abu Dhabi		0.1	0.4	0.5
Australia	6.2	14.4	11.2	31.7
Austria	-	-	1.9	1.9
Bangladesh	-	-	0.1	0.1
Belgium	-	7.0	1.7	8.7
Bill & Melinda Gates Foundation	1.7	-	103.4	105.1
Canada	8.2	-	-	8.2
Denmark	10.4	-	-	10.4
Finland	1.1	-	1.1	2.2
IDRC	-	2.7	-	2.7
IFAD	-	-	7.5	7.5
India	0.7	-	5.4	6.1
Ireland	-	2.8	1.0	3.8
Japan	0.3	-	1.5	1.8
Korea	0.3	-	-	0.3
Luxembourg	0.2	-	0.3	0.5
Netherlands	11.4	30.0	7.0	48.4
New Zealand	1.9	0.8	-	2.7
Norway	10.5	-	-	10.5
Portugal	-	-	0.5	0.5
South Africa	-	0.1	0.6	0.6
Sudan		0.1	0.4	0.5
Sweden	13.6	-	-	13.6
Switzerland	6.2	9.8	-	16.0
Thailand	-	0.03	0.08	0.1
Turkey	-	-	0.5	0.5
United Kingdom	15.7	38.4	18.9	73.0
USA	0.5	19.2	144.5	164.2
World Bank	30.0	-	-	30.0
Sub-total 2015 receipts	**118.9**	**125.2**	**308.1**	**552.2**
Contributions in process[2]				
China		0.1	2.8	2.9
France	1.3			1.3
sub-total contributions in process	**1.3**	**0.1**	**2.8**	**4.2**
Total 2015 contributions	**120**	**125**	**311**	**556**

[1] see table 4

[2] Contributions which are supported by signed contribution agreement but the money was not yet received by Dec 31, 2015

Table 4: Contributions to Window 2 of the CGIAR Fund by Donor and CRP, 2015
($ million)

Donors	Total	CRP 1.1 Dryland Systems	CRP 1.2 Humid Tropics	CRP 1.3 Aquatic Agricultural Systems	CRP 2 Policies, Institutions & Markets	CRP 3.1 WHEAT	CRP 3.2 MAIZE	CRP 3.3 GRiSP	CRP 3.4 Root, Tubers & Bananas	CRP 3.5 Grain Legumes	CRP 3.6 Drylands Cereals	CRP 3.7 Livestock & Fish	CRP 4 Agriculture for Nutrituion and Health	CRP 5 Water, Land & Ecosystems	CRP 6 Forests, Trees & Agroforestry	CRP 7 CCAFS	Genebanks
2014 Contributions received in 2015																	
Sudan	0.1	0.1															
sub-total	0.1	0.1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions transfered from Provisional																	
South Africa	0.1						0.1										
sub-total	**0.1**	-	-	-	-	-	**0.1**	-	-	-	-	-	-	-	-	-	-
2015 Contributions Received																	
Abu Dhabi	0.1	0.1															
Australia	14.4	1.0	0.5	0.5	1.4	1.4	1.0	1.0	0.5	1.4	0.5	1.0	1.4	1.4	1.0	0.5	
Belgium	7.0	1.7	1.7						1.7						1.7		
IDRC	2.7			1.0					1.0				0.8				
Ireland	2.8				0.8								1.0			1.0	
Netherlands	30.0	2.8			6.4				4.3			4.3	4.3	2.9	2.9	2.1	
New Zealand	0.8															0.8	
South Africa	0.1						0.1										
Sudan	0.1	0.1															
Switzerland	9.8	0.5	2.1	1.0	0.8				1.5				0.5	1.0		0.8	1.5
Thailand	0.0															0.0	
United Kingdom	38.4		1.5		5.4	5.4	5.4	5.4	5.4			1.5	1.5		1.5	5.4	
USA	19.2				1.5	4.5	1.5	4.5			2.0	4.0	1.2				
sub-total	**125**	**6**	**6**	**2**	**16**	**11**	**8**	**11**	**14**	**1**	**2**	**11**	**11**	**5**	**7**	**10**	**2**
Return of unspent from 2014	**10**	**1.0**	**0.1**				**0.3**					**8.1**				**0.2**	

Table 5 shows disbursement from Window 1&2 by CRP and activity, it being a comingled fund. Window 3, however, concerns Center specific contributions; hence disbursements are broken down by Center.

Table 5: Disbursements from the CGIAR Fund, end 2015 ($ million)

Windows 1 & 2 (by Program)		
CRP 1.1	Dryland Systems	7.1
CRP 1.2	Humidtropics	9.5
CRP 1.3	Aquatic Systems	7.7
CRP 2	Policies, Institutions & Markets	11.9
CRP 3.1	Wheat	15.1
CRP 3.2	Maize	13.0
CRP 3.3	Rice (GRiSP)	23.5
CRP 3.4	Root, Tubers & Bananas	19.6
CRP 3.5	Grain Legumes	4.5
CRP 3.6	Drylands cereals	4.4
CRP 3.7	Livestock & Fish	19.4
CRP 4	Agriculture for Nutrition & Health	19.2
CRP 5	Water, Land & Ecosystems	15.5
CRP 6	Forests, Trees & Agroforestry	16.0
CRP 7	CCAFS	33.7
	Genebank	18.5
	Special Initiatives	9.7
	System Costs (including Transition Costs)	19.6
	sub-total	**267.9**
Window 3	**(Center)**	
	AfricaRice	3.9
	Bioversity	5.3
	CIAT	15.6
	CIFOR	11.1
	CIMMYT	52.6
	CIP	20.0
	ICARDA	8.7
	ICRISAT	16.3
	IFPRI	69.0
	IITA	36.0
	ILRI	14.9
	IRRI	22.5
	IWMI	3.9
	World Agroforestry	14.0
	WorldFish	11.0
	sub-total	**305.1**
	Total	**573**

5 The 2015 CRP Financing Plan and Disbursement of Window 1&2 Funds

With the intention of providing improved financial system stability and facilitating planning for Centers and CRPs alike, a two-year financial planning cycle was introduced in 2013. This plan assumed a projected annualized growth of 10%, based on the strong increase since the inception of the reform. However, this growth did not materialize and resulted in the need for a series of revisions of the original 2014-2015 CRP Financing Plan. As resource projections became more concrete over the relevant period (including unanticipated late in the year funding shifts between Windows and within Window 2), the 2015 CRP Financing Plan was reduced from $391 million of Window 1&2 funds in December 2014 to $321 million in February 2015, with a further reduction to $266 million in March 2015, to a final figure of $242 million on 29 October 2015.

Final disbursements were only received by Centers late in November 2015. However, most Centers had been required to pre-finance the 2015 research agenda and could not fully adjust their expenditures. Table 6 shows the 2015 Financing Plan, including system entities and special initiatives, and cash disbursements for 2015.

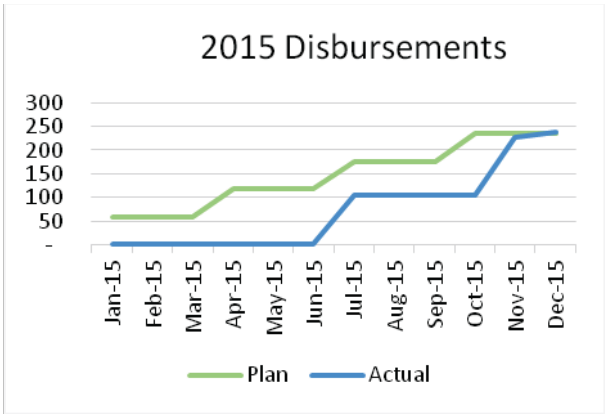
Table 6: 2015 Financing Plan and Cash Disbursements, 2015
($ million)

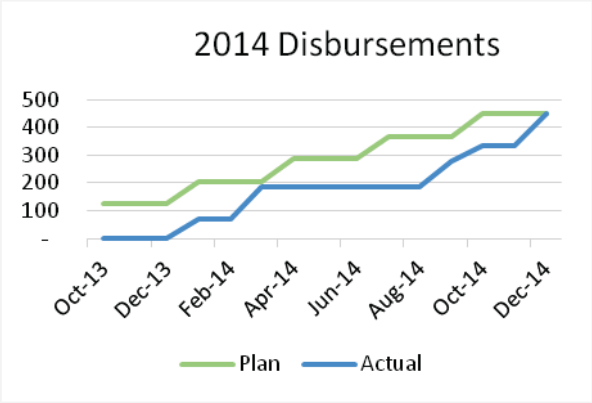
			2015					2014		
		2015 Financing Plan incl. Other allocations	Paid in 2015 for 2014	Paid in 2015 for previous years	Paid in 2015 for 2015	Paid in 2015 Total	Paid in 2016 for 2015	Paid in 2014 for 2013	Paid in 2014 for 2014	Paid in 2014 Total
CRP 1.1	Dryland Systems	6.9	0.2		6.9	7.1		2.9	15.9	18.7
CRP 1.2	Humidtropics	9.5	-		9.5	9.5		3.4	15.6	19.0
CRP 1.3	Aquatic Agricultural Systems	7.7	-		7.7	7.7		4.7	15.5	20.1
CRP 2	Policies, Institutions and Markets	19.4	-		19.4	19.4		8.9	21.2	30.1
CRP 3.1	WHEAT [A]	14.2	-		15.1	15.1		5.4	15.5	20.9
CRP 3.2	MAIZE	12.8	0.2		12.8	13.0		6.2	14.0	20.1
CRP 3.3	Rice (GRiSP)	23.5	-		23.5	23.5		10.6	34.3	44.9
CRP 3.4	Root, Tubers and Bananas	19.5	0.1		19.5	19.6		8.8	27.5	36.3
CRP 3.5	Grain Legumes	4.5	-		4.5	4.5		5.9	14.4	20.2
CRP 3.6	Drylands Cereals	4.4	-		4.4	4.4		2.6	6.8	9.5
CRP 3.7	Livestock and Fish [B]	19.3	-		19.4	19.4		4.3	16.0	20.3
CRP 4	Agriculture for Nutrition and Health [C]	17.7	-		11.7	11.7		7.1	16.7	23.8
CRP 5	Water, Land and Ecosystems [D]	15.4	-	0.1	15.4	15.5		17.7	28.0	45.7
CRP 6	Forests, Trees and Agroforestry	15.9	0.1		15.9	16.0		7.3	26.4	33.6
CRP 7	Climate Change, Agriculture and Food Security	33.7	-		33.7	33.7		13.2	42.9	56.1
	Genebanks	19.4	-		18.5	18.5	0.9	11.5	19.6	31.0
	Systems entities and special initiatives	31.3	-		29.3	29.3		-	19.5	19.5
	Total paid in the year	**274.9**	0.7	**0.1**	**267.2**	**267.9**	**0.9**	120.3	349.5	469.8

Notes:

A 2015: WHEAT includes a compensatory payment relating to 2014 ICARDA Investment Plan.
B 2015: Over-disbursement of W1 funds as a result of reduced W1 availability (to be returned by Livestock and Fish).
C 2015: $6m contribution from Canada received by IFPRI in 2013.
D 2015: $0.1m is a correction of the previous underpayment.

Figure 5 below shows the disbursement rate in 2015, compared with that of 2014. At the end of 2015, the disbursement rate reached 99%, the same as in 2014. While disbursements during the year have improved, from 65% at the end of 2013 to almost 100% in 2014 and 2015, the idea of quarterly disbursements has not been feasible.





As mentioned earlier, it is important to find mechanisms that provide the flexibility of fund disbursements earlier in the year.

6 CGIAR Research Programs (CRP) Financial Summary

Overall spending on CRPs declined by 10% year-on-year, from $887 million in 2014 to $802 million in 2015. A number of CRPs were able to cover the reduction in planned 2015 revenues (against the initial approved 2015 CRP Financing Plan), by implementing drastic measures and with the use of Center own funds. The latter increased from $5 million in 2014, to $18 million in 2015 used for CRPs.

Table 7 shows an analysis of this CRP funding. Windows 1&2 at $242 million, account for 30% of CRP expenditure, a sharp decrease compared with 2014 of $362 million or 42%. Window 3, at $246 million, accounts for 32% and shows a growth of 21% over 2014, when Window 3 amounted to $182 million of total CRP expenditure. Bilateral expenditure, at $296 million or 37% of total, is consistent with 38% in 2014, or $338 million. Center own funds represented 2% of expenditures but increased in US dollar value by more than 3 times in 2015, compared with 2014. Center own funds are generated from services provided that are not related to program and project activities, and interest on reserves.

Table 7: Summary of CRP Funding, 2015
($ million)

CGIAR Research Program on:	From Financial Statements of Individual Centers					% of Individual CRP funding				% of Total
	Windows 1 & 2	Window 3	Bilateral	Own Funds	Total	Windows 1 & 2	Window 3	Bilateral	Own Funds	
CRP 1.1 Dryland Systems	7	22	14	1	44	16%	49%	32%	3%	6%
CRP 1.2 Humidtropics	10	11	6	0	28	35%	41%	23%	1%	3%
CRP 1.3 Aquatic Agricultural Systems	8	8	10	0	26	30%	32%	37%	1%	3%
CRP 2 Policies, Institutions and Markets	16	27	37	3	83	19%	33%	45%	3%	10%
CRP 3.1 WHEAT	13	6	15	-	34	38%	17%	45%	-	4%
CRP 3.2 MAIZE	10	19	24	-	52	19%	35%	46%	0%	7%
CRP 3.3 Rice (GRiSP)	23	21	34	0	79	29%	27%	44%	0%	10%
CRP 3.4 Root, Tubers and Bananas	20	28	23	1	72	29%	38%	32%	1%	9%
CRP 3.5 Grain Legumes	6	21	15	0	42	14%	51%	35%	0%	5%
CRP 3.6 Drylands Cereals	4	5	6	1	16	28%	29%	37%	6%	2%
CRP 3.7 Livestock and Fish	14	6	8	0	28	50%	20%	29%	1%	4%
CRP 4 Agriculture for Nutrition and Health	19	46	28	0	93	20%	49%	30%	0%	12%
CRP 5 Water, Land and Ecosystems	22	5	22	2	51	44%	10%	42%	4%	6%
CRP 6 Forests, Trees and Agroforestry	19	11	31	8	69	28%	16%	45%	11%	9%
CRP 7 Climate Change, Agriculture and Food Security	32	10	15	1	57	56%	17%	25%	2%	7%
Genebanks	19	0	7	0	26	73%	1%	25%	1%	3%
Total	**242**	**246**	**296**	**18**	**802**	**30%**	**32%**	**37%**	**2%**	**100%**

7 Centers' Financial Summary

For 2015, Centers' CRP revenues totaled $784 million, and the expenditure amounted to $802 million. The difference was funded through Center own income (in column 'Other' in Table 8 below). Non-CRP expenditure accounted for $163 million, or 17% of total research expenditure. Four Centers, namely CIMMYT, ICARDA, ILRI and IRRI, accounted for $94 million or 60% of non-CRP expenditures.

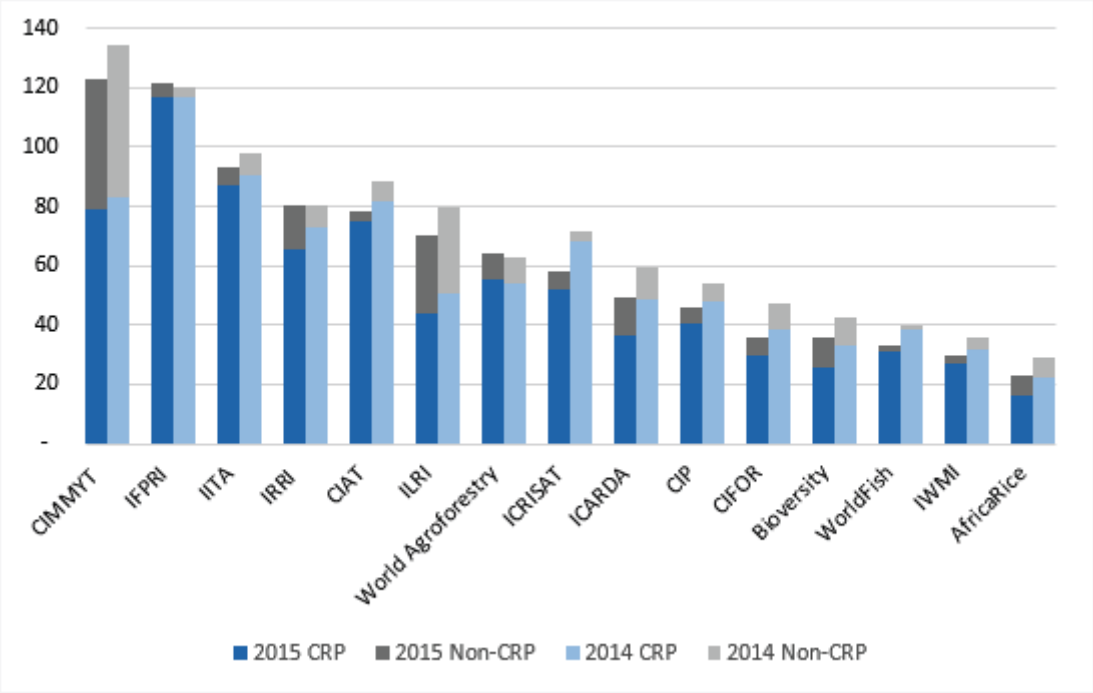
Table 8: Center Revenue, Expenditures and Surplus/Deficit, 2015 ($ million)

Center	Revenue				Expenditure			Surplus/ (Deficit)
	CRP	Non-CRP	Other	Total	CRP	Non-CRP	Total	
AfricaRice	17	6	0	**23**	17	9	**25**	**(2)**
Bioversity	26	8	2	**36**	32	5	**37**	**(1)**
CIAT	75	2	1	**78**	76	2	**78**	**0**
CIFOR	30	6	0	**36**	35	6	**41**	**(5)**
CIMMYT	79	43	1	**123**	79	41	**120**	**3**
CIP	40	4	2	**46**	41	8	**48**	**(2)**
ICARDA	36	13	1	**50**	36	14	**50**	**(0)**
ICRISAT	52	3	3	**58**	55	5	**60**	**(2)**
IFPRI	117	3	1	**121**	117	4	**121**	**0**
IITA	87	5	1	**93**	87	5	**92**	**1**
ILRI	44	16	10	**70**	45	23	**68**	**2**
IRRI	65	14	1	**80**	65	16	**81**	**(1)**
IWMI	27	2	1	**30**	27	7	**34**	**(4)**
World Agroforestry	55	7	2	**64**	58	8	**66**	**(1)**
WorldFish	31	1	2	**33**	31	3	**34**	**(1)**
Subtotal	**782**	**132**	**28**	**942**	**800**	**156**	**956**	**(14)**
Other program partners	1	7	-	**8**	1	7	**8**	**-**
Total	**783**	**139**	**28**	**950**	**801**	**163**	**964**	**(14)**
Systems entities and special initiatives	1	20	-	**21**	1	20	**21**	**-**
Total	**784**	**159**	**28**	**971**	**802**	**183**	**985**	**(14)**

Table A 2.1 in the Annex provides supplementary analysis of the source of funding by Center.

Figure 6 below sets out Center revenue by source of funding, comparing 2015 with 2014. CIMMYT and ILRI report the most substantial non-CRP revenues. In the case of ILRI, non-CRP revenues are explained by the BecA-ILRI Hub which it operates in Nairobi jointly with Biosciences Eastern and Central Africa.

Figure 6: CRP versus non-CRP Revenue by Center, 2015 and 2014 ($ million)



8 Collection of Cost Sharing Percentage (CSP)

The Cost Sharing Percentage (CSP) is a charge levied on all donor contributions to finance CGIAR system entities, as long as the donor investments are aligned with the SRF. The current CSP rate is 2%. The exception for paying CSP applies to legacy grants signed before 13 May 2011. The Trustee deducts the 2% CSP amount from the CGIAR Fund for Windows 2 and 3. The authorization for the deduction of CSP is contained in the Contribution Agreements entered into with all donors to the CGIAR Fund.

In the case of bilateral grants, which are signed directly between the grantor and such Centers, the Centers are required to retain the relevant CSP amounts and to account for such in accordance with the Joint Agreement, the Consortium Performance Agreement, the individual Program Implementation Agreements and the Program Participant Agreements. Amounts collected are transferred by Centers to the Consortium and the Consortium deposits these funds into Window 1 of the CGIAR Trust Fund. The amount from bilateral grants are the bilateral donors' share to finance the operations of system entities.

A persistent issue relating to CSP is that not all donors or grantors allow such costs to be included or levied on bilateral grants. However, the agreements between donors, the Consortium, the Lead Centers and the Participant Partners require Centers to accept bilateral funds only if the CSP for such funding is provided, or is otherwise to be paid by the Lead Center from operating or unrestricted funds.

In 2015, the amended Program Implementation Agreements for the 2-year CRP extensions signed with Lead Centers required the Consortium, after consulting the Lead Center or the Center participating in the CRP accordingly, to offset the CSP that is due against Windows 1&2 Funds that are otherwise to be disbursed to the Lead Center under the relevant Program Implementation Agreement. There is a provision that if questions of interpretation arise, decisions about what constitutes activities for implementing the SRF shall be made by the Consortium in consultation with the Fund Council.

The reasons given by donors that result in the full CSP being uncollectible are summarized as follows:

- In spite of the fact that some donors pay full CSP charges on W3 funds, their local missions are not aware of this charge, or refuse to accept that such a charge is levied.
- Sub-contracts of principal donor grants: Some Centers receive funds through sub-contractors of other organizations, for which the principal donor is also a major direct contributor to the CGIAR Fund. The primary contractor refuses to pay CSP charges over their sub-contract to a Center, even though there is no such restriction by the principal donor.
- Some governments reject the notion of CSP charges.
- The cap of the overhead rate permitted by some donors is lower than the actual overhead, rendering it impossible to retain CSP. These caps range from 10% to 15%.

The rate of collection in 2015 improved slightly over that of 2014, increasing to 58%, compared with 49% the previous year. Following the agreement (June 2016, Corporate Services Executives) to offset W1&2 disbursements to Centers that report reasons other than legacy agreements, non-SRF and other reasons, the collection rate improves significantly to 76%.

IFPRI, CIAT and WorldFish have the highest collection rate, of 87%, 86% and 80% respectively, while AfricaRice, CIMMYT and CIFOR present the lowest rate, of only 20%, 28% and 38% respectively. These rates are calculated without taking into consideration the offsetting effect with W1&2 funds in 2016.

Table 9: CSP Recovery by Center, 2015 Compared with 2014
($ million)

	Bilateral Funding							
	2015				2014			
Center	Total Funding	which CSP was Applied	% over Total Funding	CSP Collected	Total Funding	which CSP was Applied	% over Total Funding	CSP Collected
AfricaRice	12.0	2.4	20%	0.05	8.8	1.8	20.1%	0.04
Bioversity	12.8	7.0	55%	0.14	13.6	2.9	21.2%	0.06
CIAT	21.9	18.8	86%	0.42	47.8	21.8	45.6%	0.40
CIFOR	16.5	6.3	38%	0.12	16.2	6.0	37.0%	0.12
CIMMYT	47.0	12.9	28%	0.25	51.0	13.0	25.5%	0.25
CIP	10.8	7.0	65%	0.14	14.2	5.0	35.4%	0.10
ICARDA	18.9	8.0	42%	0.16	22.9	10.3	45.1%	0.21
ICRISAT	22.0	11.1	50%	0.22	24.2	9.6	39.8%	0.19
IFPRI	52.5	45.7	87%	0.91	63.4	45.3	71.5%	0.91
IITA	46.4	18.9	41%	0.38	43.8	18.3	41.8%	0.37
ILRI	28.1	19.1	68%	0.38	32.5	21.1	65.0%	0.42
IRRI	34.1	21.9	64%	0.43	29.9	17.6	58.8%	0.35
IWMI	7.5	5.4	72%	0.10	12.4	5.2	41.8%	0.11
World Agroforestry	28.0	19.9	71%	0.39	33.3	20.0	60.1%	0.42
WorldFish	11.2	9.0	80%	0.18	12.1	9.7	80.2%	0.19
Total	**369.6**	**213.5**	**58%**	**4.27**	**426.2**	**207.7**	**49%**	**4.13**

During the 8-10 June 2016 Corporate Services Executives (CSE) meeting, it was decided that the Consortium should offset uncollected CSP on all bilateral grants that are mapped to SRF and are not considered legacy agreements, non-SRF, or for other reasons (mainly inter-Center).

Table 10: Analysis of CSP Collection by Center for 2015 ($ million)

2015															
Center	Includes CSP	%	Legacy [A]	%	Donor doesn't accept [B]	%	No overhead/ donor overhead cannot cover CSP [C]	%	Non-SRF [D]	%	Other [E]	%	Further information requested [F]	%	Total
AfricaRice	2.4	20%	0.8	6%	-	0%	6.3	53%	-	0%	0.5	4%	2.1	17%	12.0
Bioversity	7.0	55%	2.2	17%	1.5	12%	-	0%	1.3	10%	0.7	6%	-	0%	12.8
CIAT	18.8	86%	1.5	7%	-	0%	-	0%	-	0%	0.4	2%	1.2	6%	21.9
CIFOR	6.3	38%	1.7	10%	6.6	40%	1.0	6%	-	0%	0.6	4%	0.4	2%	16.5
CIMMYT	12.9	28%	26.4	56%	3.3	7%	-	0%	4.3	9%	-	0%	-	0%	47.0
CIP	7.0	65%	0.4	4%	1.3	12%	0.3	3%	-	0%	1.7	16%	-	0%	10.8
ICARDA	8.0	42%	2.7	14%	0.0	0%	8.2	43%	-	0%	0.0	0%	-	0%	18.9
ICRISAT	11.1	50%	4.3	20%	5.7	26%	-	0%	-	0%	0.9	4%	-	0%	22.0
IFPRI	45.7	87%	6.8	13%	-	0%	-	0%	-	0%	0.0	0%	-	0%	52.5
IITA	18.9	41%	1.6	3%	-	0%	19.4	42%	4.5	10%		0%	2.1	4%	46.4
ILRI	19.1	68%	3.3	12%	-	0%	5.8	20%	-	0%	-	0%	-	0%	28.1
IRRI	21.9	64%	11.6	34%	0.5	1%	-	0%	-	0%	0.0	0%	-	0%	34.1
IWMI	5.4	72%	0.1	2%	0.9	13%	0.8	11%	-	0%	0.2	2%	-	0%	7.5
World Agroforestry	19.9	71%	2.4	9%	-	0%	4.2	15%	0.0	0%	1.4	5%	-	0%	28.0
WorldFish	9.0	80%	0.5	4%	1.8	16%	-	0%	-	0%	-	0%	-	0%	11.2
Total	**213.5**	**58%**	**66.3**	**18%**	**21.6**	**6%**	**46.0**	**12%**	**10.1**	**3%**	**6.3**	**2%**	**5.7**	**2%**	**369.6**

Notes:

A *Legacy: Grants which were signed on or before 13 May 2011.*

B *Donor doesn't accept: Donor has expressly stated that it will not pay CSP.*

C *No indirect cost /donor indirect cost does not cover CSP: Donor has not expressly refused to pay CSP, but the maximum indirect cost allowed does not cover Center indirect cost and CSP.*

D *Non-SRF: Center indicates that grant is outside of SRF and so not liable to CSP.*

E *Other: Sundry reasons such as donations in kind, CSP already accounted for (Challenge Program), consultancy type income.*

F *Pending information: Further information has been requested from Center, but not received at time of publication.*

9 CGIAR Results – Last 5 Years

Table 11(a) below provides the summary of the different sources of revenue and expenditure of the CGIAR system from 2011 to 2015, based on consolidated and aggregated Center Financial Statements, net of inter-Center activities.

Table 11(a): Summary of CGIAR Revenue and Expenditures, 2011-2015 ($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2	95	260	324	362	242
CRP Window 3	-	57	112	182	246
Bilateral	126	383	361	338	296
Total CRP Revenue	**221**	**700**	**798**	**882**	**784**
Non-CRP					
Window 3, Restricted	-	40	28	38	36
Bilateral, Restricted	356	71	120	84	83
Window 3 & Bilateral, Unrestricted [A]	127	35	21	22	14
Systems Entities, Special Initiatives & Other Program Partners	8	14	19	31	27
Total Non-CRP Revenue	**492**	**160**	**188**	**175**	**159**
Total Grant Revenue	**713**	**860**	**985**	**1,057**	**943**
Other Income	22	27	22	23	28
Total Revenue	**735**	**887**	**1,007**	**1,080**	**971**
Expenditure					
Restricted CRP Expenditure	221	700	806	882	801
Restricted non-CRP Expenditure	356	111	143	133	107
Unrestricted [A]	122	30	18	31	56
Extraordinary Expenditure	-	22	-	-	-
Systems Entities and Special Intiatives	8	14	17	20	20
Total Expenditure	**707**	**876**	**984**	**1,067**	**985**
Results of Operations	**28**	**11**	**22**	**13**	**(14)**

Notes:

A Unrestricted grant from DFID that contributes to CRP4 - Nutrition and Health was presented under CRP W3 ($1.037 million).

In addition to the revenue and expenditure of the Centers, the CGIAR financial results include the revenue and expenditure of the system entities, special initiatives and other partner programs.

The details per entity, for 2015, are presented in Table 11(b) below:

Table 11(b): System Entities, Special Initiatives and Other Partner Programs, 2015
($ million)

	Cash Disbursed from Fund	Revenue Recognition					Total Expenditure
		CRP	Non-CRP			Total Revenue	
		W1/2	W1/2	W3	Bilateral		
System Entities							
Fund Office	3.7	-	3.0	-	-	3.0	3.0
Consortium Office	6.6	-	6.6	-	-	6.6	6.6
ISPC	2.5	-	1.7	-	1.3	3.0	3.0
IEA	3.8	-	3.2	-	-	3.2	3.2
Options Team	0.4	-	0.2	-	-	0.2	0.2
Transition Team	1.7	-	0.2	-	-	0.2	0.2
GCARD	0.4	-	0.4	-	-	0.4	0.4
Trustee	0.6	-	0.6	-	-	0.6	0.6
Sub-total	**19.6**	**-**	**15.9**	**-**	**1.3**	**17.2**	**17.2**
Special Initiatives & activities hosted at the Consortium Office							
Virtual Information Platform	1.0	-	-	-	-	-	-
Strengthening Impact Assessment in the CGIAR	2.1	-	-	-	1.2	1.2	1.2
Gender Research Action Plan	4.2	0.5	0.8	-	-	1.2	1.2
Open Access	2.4	0.1	0.7	-	-	0.7	0.7
Sub-total	**9.7**	**0.5**	**1.4**	**-**	**1.2**	**3.1**	**3.1**
Others							
Challenge Program & Integrated Breeding Platform Partners	-	-	-	6.9	0.1	6.9	6.9
GCDT Management Costs	-	0.9	-	-	-	0.9	0.9
GCDT Service Contracts Costs	-	0.6	-	-	-	0.6	0.6
Sub-total	**-**	**1.5**	**-**	**6.9**	**0.1**	**8.4**	**8.4**
Total	**29.3**	**2.0**	**17.3**	**6.9**	**2.6**	**28.8**	**28.8**

Figures 7 and 8, below, provide geographical information, showing where expenditures are incurred and which region benefits most.

Between Sub-Saharan Africa and Asia, expenditures account for slightly more than 70%, and the two regions combined derive a benefit of almost 80%. The distribution of expenditures by region is largely unchanged, while no data on benefit by region was collected in 2014.

Figure 7: Expenditures by region, 2015

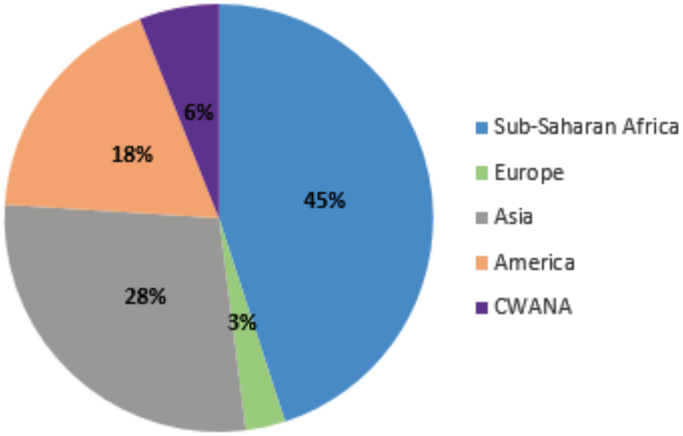
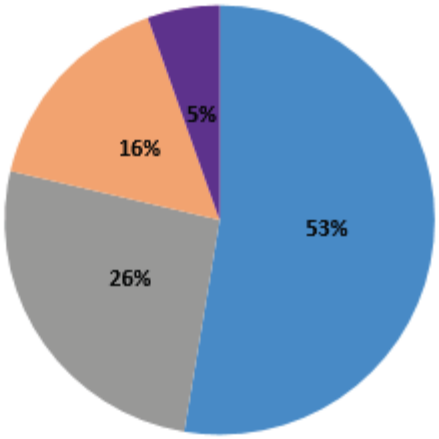


Figure 8: Benefiting region, 2015



Figures 9 and 10 below present expenditures by cost categories that CGIAR tracks.

Personnel costs account for 42% of total expenditure, a slight increase from 39% in 2014, despite a personnel reduction of 3.5% (or almost 400 staff) from 11,355 in 2014 to 10,962 in 2015, as shown in Table A3.4 in the Annexes.

Supplies and services remains stable at 29%, compared with 30% in 2014. Collaboration and partnerships with non-CGIAR partners has remained largely stable, at 19% in 2015, against 20% in 2014. Travel declined slightly to 6%, from 7% in 2014. Depreciation remains at 4% of total in both years, but will increase in future years as Centers transition to IFRS.

Figure 9: Expenditures by Cost Category, 2015

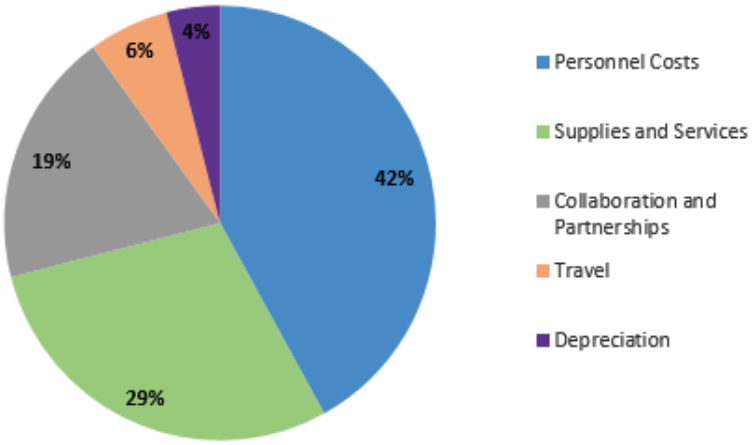
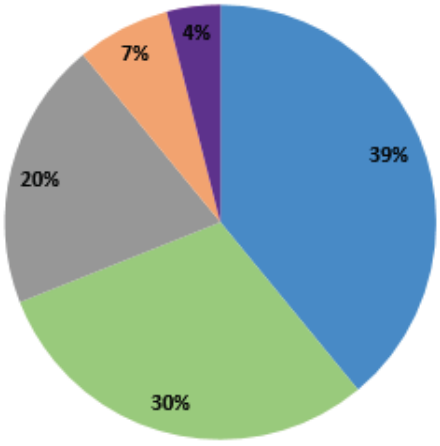


Figure 10: Expenditures by Cost Category, 2014



The Balance Sheet presented in Table 12, below, provides a summary of the financial position of the CGIAR system as a whole, based on aggregation of the 15 Centers' Balance Sheet, without any elimination for inter-Center activities.

As mentioned earlier, CIAT is now fully IFRS compliant, and has issued its 2015 Annual Financial Statement under IFRS standards. It is the first Center to have transitioned to IFRS. The First Time Adoption note included in CIAT's 2015 Financial Statement explains the adjustments that were required as a result of the transition from FG2 to IFRS. The single largest adjustment was the result of revaluation of assets to their fair value. Property plant and equipment experienced a positive adjustment of net $35.5 million, which explains the sharp increase of that non-current asset class in the CGIAR Balance Sheet, from $107 million in 2014 to $141 million in 2015. Since all Centers will transition out of FG2 and are supposed to be IFRS compliant for the 2017 financial reporting cycle, it is expected that non-current assets, and specifically property, plant and equipment, will increase significantly during the next two years, which does not represent an increase in reserves.

Table 12: Summarized Centers' Financial Position, 2011-2015
($ million)

	2011	2012	2013	2014	2015
Assets					
Current assets					
Cash and cash equivalents[A]	626	691	495	572	505
Accounts receivable					
Donors[B]	115	132	179	164	150
Employees	4	5	6	7	8
Others[C]	37	55	82	68	75
Inventories	5	5	8	7	7
Prepaid expenses	5	13	14	10	26
Other current assets[D]	4	2	2	4	1
Total current assets	797	902	785	832	772
Non-current assets					
Net property, plant and equipment	84	110	103	107	141
Investments	125	143	144	178	164
Other assets[D]	5	8	12	7	13
Total non-current assets	**214**	**261**	**259**	**292**	**318**
Total assets	**1,011**	**1,163**	**1,044**	**1,124**	**1,090**
Liabilities and net assets					
Current liabilities					
Accounts payable					
Donors[E]	261	351	304	418	403
Employees	19	24	25	24	26
Others[F]	288	315	213	172	145
Accruals and provisions	43	63	61	49	42
Total current liabilities	**611**	**752**	**602**	**663**	**616**
Non-current liabilities					
Others[G]	58	55	63	69	60
Total non-current liabilities	**58**	**55**	**63**	**69**	**60**
Total liabilities	**668**	**807**	**665**	**732**	**676**
Net assets					
Unrestricted					
Unrestricted net assets excluding fixed assets	257	242	272	281	269
Fixed assets	84	110	103	107	141
Unrestricted net assets	**341**	**352**	**375**	**388**	**410**
Restricted	**2**	**4**	**4**	**4**	**4**
Total net assets	**343**	**356**	**379**	**392**	**414**
Total liabilities and net assets	**1,011**	**1,163**	**1,044**	**1,124**	**1,090**

Notes to Table 12 above:

A Cash and cash equivalents include cash on hand, all bank accounts and short-term investments.

B. Accounts receivable (donors) represents balances of approved grants and expenses incurred in advance of receipt of donor funds.

C. Accounts receivable (Others) include advances to partner organizations, taxes and other advances.

D. Other assets include accrued interest, housing and vehicle loans, and staff provident fund.

E. Accounts payable (donors) represent grants received in advance, applicable to succeeding periods.

F. Other liabilities include suppliers, partners, taxes and funds in trust.

G. Other non-current liabilities consist principally of long-term employee liabilities.

Cash and cash equivalents totaled $505 million at the end of 2015, a decrease of $67 million over 2014. In addition, the system held $164 million in long-term investments, a decrease of $14 million over 2014. Liquidity declined by $81 million or 10%. The increase of cash and cash equivalents between 2013 and 2014 as a result of late disbursements was partially normalized in 2015.

At the end of 2015, accounts receivable from donors totaled $150 million, equal to 16% of all funding and similar to 2014. Meanwhile, Centers held $403 million of grants received in advance, compared with $418 million at the end of 2014.

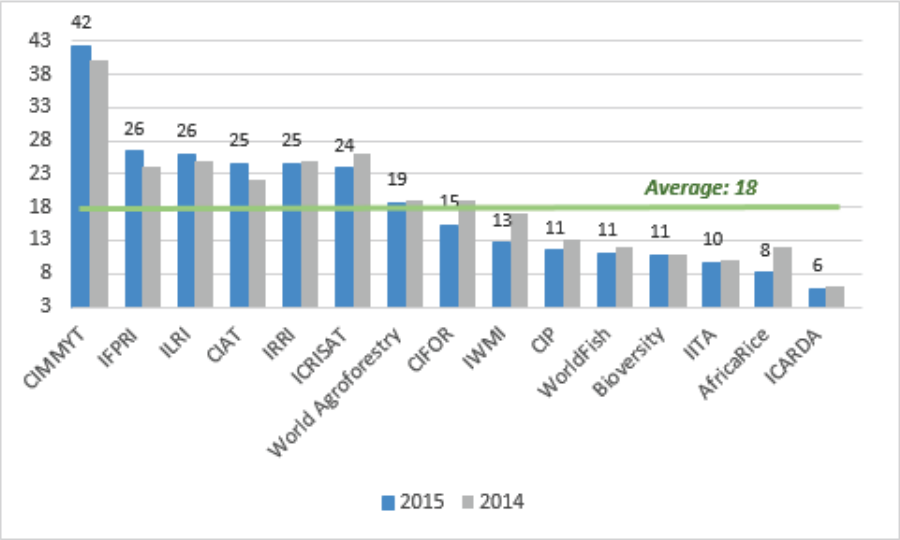
The sharp increase in current liabilities with donors between 2013 and 2014, at $114 million, is partially the result of late in the year disbursements. Since the timing of disbursements did not change in 2015, Centers continue to carry large donor accounts payable.

Total net assets at the end of the year were $414 million, up from $392 million in 2014. These assets comprised $269 million in unrestricted net assets ($281 million in 2014), excluding investments in fixed assets; $141 million in fixed assets ($107 million in 2014); and $4 million in restricted assets, unchanged since 2012.

10 Centers' Financial Performance Indicators

The reserves or unrestricted net assets held by Centers range from $6 million to $42 million, and average $18 million. However, the absolute amount says little about each Center's financial health. Unrestricted net assets for the CGIAR system amount to $269 million, a decrease of $12 million from 2014.

Figure 11: Unrestricted Net Assets (excluding net Fixed Assets) by Center, 2015 and 2014 ($ million)



CGIAR has long used five financial indicators:

(1) The long-term financial stability ratio measures the adequacy of an organization's reserves and its ability to absorb longer-term revenue reductions or funding shocks.
(2) The short-term solvency ratio monitors the liquidity of a Center and its ability to pre-finance and operate in the short term when donor contributions are delayed.
(3) The indirect cost ratio is an indicator of the cost of a Center's support functions.
(4) The management of the donor receivable/payable or current ratio measures cash flow from donors.
(5) The external audit opinion provides an outside view.

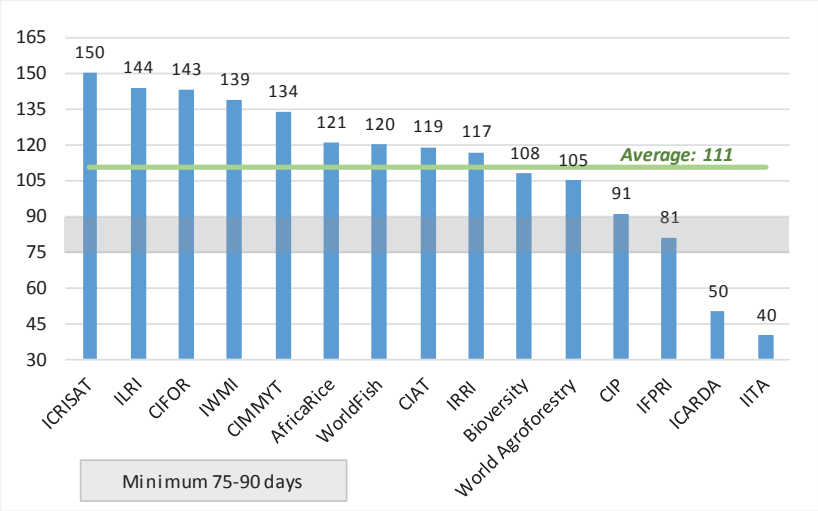
Trends may be used to evaluate how a Center is performing over time.

The following discusses these indicators and individual Centers' performance.

The measure of a Center's long-term financial stability is computed as unrestricted net assets less net fixed assets, divided by daily operating expenses. The recommended minimum range is 75-90 days. The indicator shows a Center's capacity to operate without interruption in case of a significant revenue reduction or disruption, and is based on the residual days of unrestricted net assets, excluding investments in fixed assets.

Figure 12 below shows the system average at 110 days, which represents an increase from 103 days in 2014, remaining above the recommended minimum range. The increase is not a result of increased reserves, but is the consequence of a reduction in daily operating expenses of 8% from 2014 to 2015. For the third year running, both IITA and ICARDA are below the minimum target of 75 days. Both Centers are working to recover from systemic shocks in earlier years, but have not been able to build sufficient reserves to maintain the ratio in view of growing operating expenses. Nevertheless, both Centers' indicators have increased by 2 days, compared with 2014. IFPRI is now within the targeted minimum range.

Figure 12: Centers Operating Reserves Expressed in Days of Operation, 2015 (days)



Liquidity is an organization's ability to meet its short-term spending requirements. The two primary indicators of liquidity are:

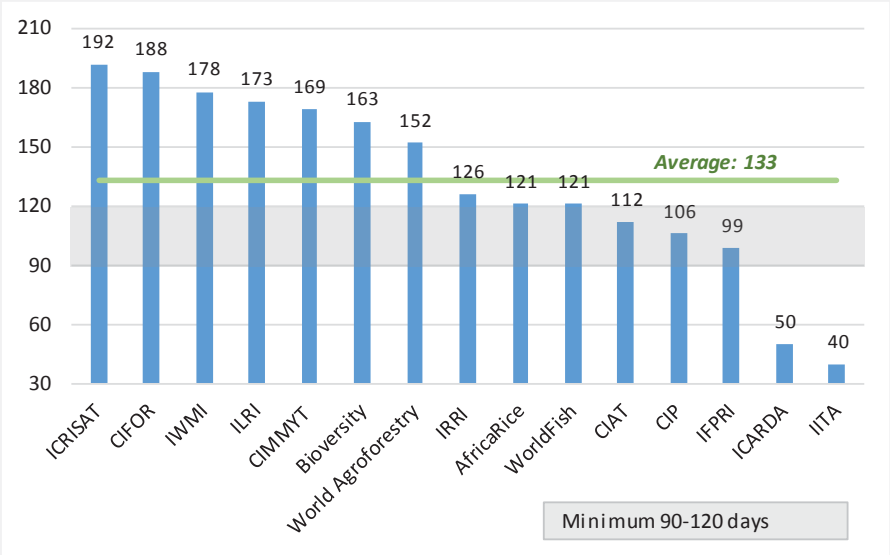
a) Center liquidity, which is calculated as working capital divided by daily operating expenses, expressed in days of operation, as illustrated in Figure 13 below. The minimum recommended range is 90-120 days.

b) Current ratio, which is calculated as current assets divided by current liabilities, as shown in Figure 14 below. The ratio should be at or above 1.

Center liquidity hinges to some extent on CGIAR Fund and bilateral donor disbursements, which occur throughout the year. Funding under restricted grants is often made available in advance, so Centers generally have positive cash flow. However, this is offset by late funding into Windows 1, 2 and 3, resulting in late in the year disbursements.

Figure 13, below, shows that the system average increased to 133 days in 2015, from 127 days in 2014, and remains above the recommended minimum range of 90-120 days, which aims to ensure the viability of Center operations. For 2015, two Centers reported results below the recommended minimum. The situation for IITA and ICARDA has been briefly reported above and in the last years report. The IFPRI indicator is slightly above the recommended minimum, reversing its steady decline over the past 3 years, when IFPRI operating expenses had increased by 50% and only minimal working capital was added over the same period.

Figure 13: Center Liquidity Expressed in Days of Operation, 2015

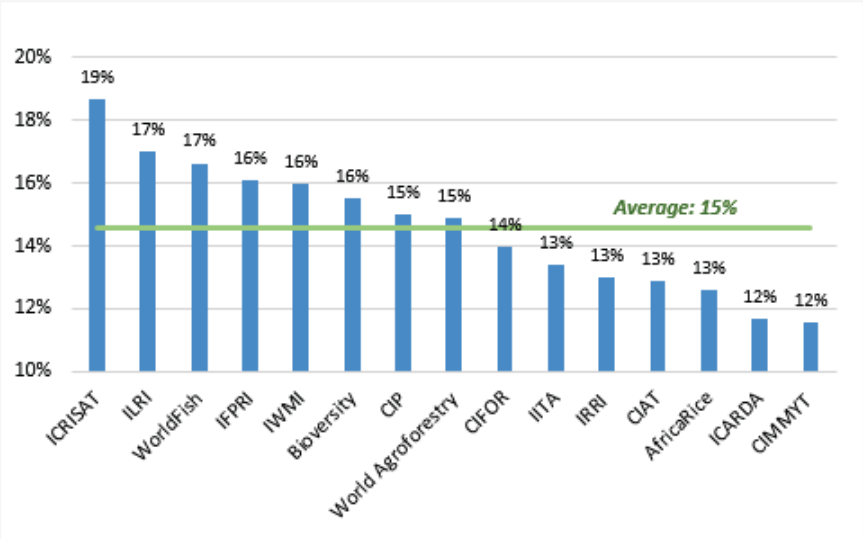


The **indirect cost ratio indicator** is a percentage calculated by dividing indirect costs by direct costs.

It is important to remember that the indirect cost ratio depends, amongst other factors, on the type of operation (commodity Center) and geography (local cost structure).

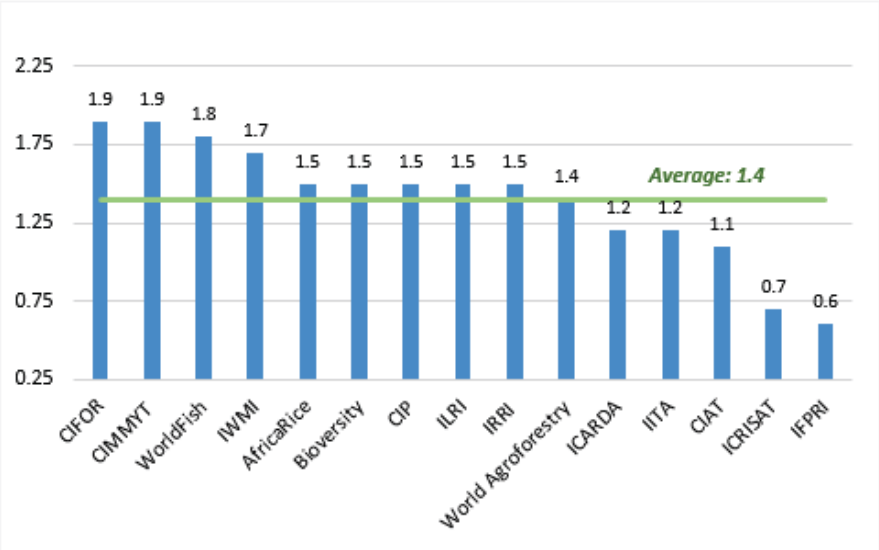
Figure 14 below shows the range from 11% to 19%, an increase in range relative to that of 2014, which was 10-16%. The average increased to 15% in 2015, from 14% in 2014.

Figure 14: Indirect Cost Ratio by Center, 2015 (%)



Current ratio is comparable across Centers and other organizations, regardless of size, because it is a relative figure. Figure 15 shows the system average at 1.4. Two of the Centers, namely ICRISAT and IFPRI, have a ratio below 1.

Figure 15: Current 2015 ratio by Center



As noted above, all Centers received an **unqualified audit opinion** for the year 2015, addressing the final indicator.

ANNEXES

A1 Cumulative Grant Income since 1972

Table A1.1: CGIAR grant Income to Centers for Approved Research Agenda ($ million)

	1972-2011	2012	2013	2014	2015	Total
CGIAR Fund (Windows 1 & 2)	**186**	**284**	**343**	**382**	**260**	**1,455**
Window 3 and Bilateral Contributions by group of Donor:						
Europe						
Austria	43.00	2.27	2.06	2.25	2.19	51.77
Belgium	173.00	5.82	3.80	3.70	3.18	189.51
Denmark	204.00	0.22	0.64	0.79	0.85	206.49
European Commission	594.00	22.26	31.90	30.14	25.12	703.43
Finland	63.00	3.21	7.51	8.57	6.54	88.83
France	136.00	1.43	2.19	1.17	1.43	142.21
Germany	460.00	19.61	18.27	18.26	25.12	541.26
Ireland	75.00	6.51	6.75	8.29	5.89	102.44
Italy	159.00	0.72	2.36	1.69	2.88	166.65
Luxembourg	13.00	0.25	0.27	0.35	0.34	14.21
Netherlands	356.00	6.67	5.22	7.99	16.47	392.35
Norway	248.00	5.43	6.11	5.77	4.62	269.94
Portugal	5.00	0.43	0.34	0.23	0.58	6.59
Russia	-	-	-	0.20	0.94	1.13
Spain	36.00	0.14	0.06	0.26	0.06	36.52
Sweden	278.00	10.96	8.86	12.06	6.89	316.77
Switzerland	425.00	11.03	11.68	10.46	7.44	465.61
United Kingdom	604.00	9.60	10.39	13.21	11.68	648.88
Subtotal	**3,872**	**107**	**118**	**126**	**122**	**4,345**
North America						
Canada	591.18	9.36	13.78	12.67	13.24	640.24
United States of America	1,620.34	89.86	114.01	130.60	158.76	2,113.57
Subtotal	**2,212**	**99**	**128**	**143**	**172**	**2,754**
Pacific Rim						
Australia	246.42	24.45	36.20	31.66	34.07	372.81
Japan	659.79	14.18	18.11	13.30	6.16	711.54
Korea, Republic of	23.31	1.51	1.47	2.00	1.50	29.80
New Zealand	16.48	-	-	-	-	16.48
Subtotal	**946**	**40**	**56**	**47**	**41.7**	**1,131**
Developing countries						
Abu Dhabi	-	-	-	-	0.30	0.30
Bangladesh	-	-	-	0.10	0.10	0.20
China	26.80	4.11	4.10	4.19	5.17	44.37
Colombia	29.78	1.69	5.29	4.22	3.01	43.98
Cote d'Ivoire	-	-	-	-	2.45	2.45
Egypt, Arab Republic of	12.90	0.44	0.54	0.44	0.49	14.81
India	63.72	7.92	11.16	11.83	13.59	108.23
Indonesia	-	-	-	-	0.05	0.05
Iran, Islamic Republic of	22.30	0.69	0.49	0.54	0.33	24.35
Kenya	-	-	-	0.23	0.07	0.30
Libya	0.60	0.34	3.15	2.35	1.29	7.73
Malaysia	0.66	0.31	0.23	-	-	1.20
Mexico	38.10	31.33	34.00	21.50	19.96	144.89
Morocco	2.80	0.06	0.13	0.30	0.22	3.52
Nigeria	32.80	3.32	4.56	5.87	3.38	49.93
Peru	6.48	0.37	0.89	0.62	0.06	8.43
Philippines	11.60	1.06	1.32	2.56	4.68	21.23
South Africa	-	-	-	0.17	0.48	0.65
Sudan	-	-	-	-	0.05	0.05
Syria	-	-	-	0.92	0.24	1.16
Thailand	-	-	-	0.11	0.17	0.28
Turkey	4.80	0.24	0.52	0.51	0.57	6.64
Uganda	5.00	0.39	0.47	0.70	0.67	7.24
Subtotal	**258**	**52**	**67**	**57**	**57**	**492**
Foundations						
Bill & Melinda Gates Foundation	142.40	70.20	82.34	84.78	86.37	466.08
Ford Foundation	67.30	0.34	0.36	0.63	0.60	69.22
IDRC	68.30	0.62	4.25	1.72	1.74	76.63
Kellogg Foundation	7.80	0.06	0.08	0.04	0.07	8.04
Rockefeller Foundation	113.20	1.38	1.12	1.11	0.22	117.02
Syngenta Foundation	14.96	-	4.65	4.14	3.17	26.92
Subtotal	**414**	**73**	**93**	**92**	**92**	**764**
International and regional organizations						
ADB	69.40	3.24	1.89	0.73	1.07	76.33
AfDB	23.20	4.07	10.53	22.11	19.87	79.79
Arab Fund	31.00	2.08	1.70	2.67	4.94	42.40
FAO	33.00	2.38	2.06	4.25	3.99	45.67
Gulf Cooperation Council	4.00	0.28	0.54	0.43	0.51	5.77
IDB	177.01	1.15	0.46	0.79	0.87	180.27
IFAD	162.70	14.74	13.66	12.17	14.91	218.17
OPEC Fund	19.00	0.77	0.56	0.84	0.16	21.33
UNDP	166.00	-	0.10	0.17	0.36	166.63
UNEP	52.00	2.17	3.08	2.53	2.02	61.79
World Bank	1,250.80	3.02	3.10	1.53	2.06	1,260.51
Subtotal	**1,988**	**34**	**38**	**48**	**51**	**2,159**
Total	**9,876**	**688**	**842**	**896**	**796**	**13,098**
Others (analysis for 2014 available on Annex Table 2.3)	829.00	173.74	144.00	160.81	146.75	1,454.31
Grand Total	**10,705**	**860**	**986**	**1,057**	**943**	**14,552**

Table A1.2: CGIAR Grant Income for Approved Research Agenda by Center
($ million)

Centers	1972-2011	2012	2013	2014	2015	Total
AfricaRice	276	23	30	28	22	380
Bioversity	578	36	37	41	34	726
CIAT	1,054	69	74	86	77	1,360
CIFOR	282	41	44	47	36	449
CIMMYT	1,094	115	155	133	122	1,619
CIP	633	43	51	54	44	825
ICARDA	726	38	54	59	49	926
ICRISAT	965	55	61	70	55	1,205
IFPRI	696	84	109	120	120	1,129
IITA	1,016	62	73	97	93	1,341
ILRI	962	51	68	72	60	1,213
IRRI	1,038	85	77	79	79	1,358
ISNAR	157	-	-	-	-	157
IWMI	335	39	37	35	29	474
World Agroforestry	492	51	56	62	62	723
WorldFish	243	26	35	39	32	375
less Inter-Center activities [A]	(108)	-	-	-	-	(108)
Total	**10,439**	**818**	**960**	**1,022**	**914**	**14,152**
System-level						
System Entities and Special Initiatives	120	14	17	20	20	190
Total funding to the agreed agenda	**10,559**	**832**	**976**	**1,042**	**934**	**14,343**
plus Other Partner Programs	147	29	10	15	8	209
Total CGIAR Program	**10,705**	**860**	**986**	**1,057**	**943**	**14,552**

[A] As from 2012, all inter-Center activities have been eliminated at Center level.

A2 Analysis of Grant Income for 2015

Table A2.1: Funding to the Approved Research Agenda by Donor Group by Center, 2015 ($ million)

Members	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	System Entities, Special Initiatives and Other Partner Programs	TOTAL
CGIAR Fund (Windows 1 & 2)																	
Total Window 1 & 2 Funding	5.81	14.35	51.82	19.93	27.80	26.30	17.25	17.31	37.02	20.68	25.83	28.28	25.06	13.09	10.52	19.34	360.4
Less: CGIAR Collaboration	-	-	26.21	8.65	4.11	12.54	3.23	4.25	17.02	3.59	3.50	8.22	8.70	-	0.77	-	100.8
Net Funding from Windows 1 & 2 to CRPs	**5.8**	**14.4**	**25.6**	**11.3**	**23.7**	**13.8**	**14.0**	**13.1**	**20.0**	**17.1**	**22.3**	**20.1**	**16.4**	**13.1**	**9.8**	**19.3**	**259.6**
Window 3 and Bilateral Contributions by group of Donor:																	
Europe																	
Austria	-	0.52	0.09	0.53	-	0.15	0.38	0.32	-	0.09	0.09	-	-	0.04	-	-	2.2
Belgium	-	1.36	-	-	-	-	-	-	-	1.41	-	-	-	0.42	-	-	3.2
Denmark	-	-	-	-	-	-	-	-	-	0.01	-	-	-	0.84	-	-	0.8
European Commission	0.04	1.78	2.56	8.10	0.21	0.64	1.79	0.39	3.61	1.04	0.57	-	0.76	1.52	2.12	-	25.1
Finland	-	0.24	-	0.74	-	0.26	-	-	-	-	1.06	-	-	4.25	-	-	6.5
France	-	0.02	0.02	0.53	-	-	-	-	-	0.33	-	0.37	0.14	0.02	-	-	1.4
Germany	0.84	0.33	4.38	1.11	1.71	2.54	0.61	0.85	2.77	2.47	2.32	2.75	0.40	1.30	0.75	-	25.1
Ireland	-	-	-	0.09	-	2.18	-	0.70	0.38	-	1.01	-	-	1.11	0.42	-	5.9
Italy	-	2.86	-	-	-	-	-	-	0.03	-	-	-	-	-	-	-	2.9
Luxembourg	-	0.34	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.3
Netherlands	-	1.66	-	0.19	-	-	-	-	1.54	1.11	-	-	0.27	11.39	0.31	-	16.5
Norway	-	-	0.08	3.46	-	-	-	-	0.03	0.08	-	-	0.09	0.75	0.15	-	4.6
Portugal	-	-	-	-	-	-	-	-	-	-	0.02	0.57	-	-	-	-	0.6
Russia	-	-	-	-	-	-	0.93	-	0.01	-	-	-	-	-	-	-	0.9
Spain	-	-	-	-	-	0.03	-	-	-	-	0.02	-	-	-	-	-	0.1
Sweden	-	-	0.26	0.60	-	-	-	-	-	0.05	5.99	-	-	-	-	-	6.9
Switzerland	-	0.44	1.62	0.18	0.73	0.02	-	0.03	1.23	0.41	-	1.60	0.28	0.24	0.65	-	7.4
United Kingdom	-	-	-	0.07	0.08	3.51	-	0.83	4.90	-	1.93	-	0.06	0.28	0.03	-	11.7
Subtotal	**0.9**	**9.5**	**9.0**	**15.6**	**2.7**	**9.3**	**3.7**	**3.1**	**14.5**	**7.0**	**13.0**	**5.3**	**2.0**	**22.1**	**4.4**	**-**	**122.2**
North America																	
Canada	0.67	-	-	0.22	1.85	0.04	-	-	4.94	-	3.40	0.01	0.39	1.73	-	-	13.24
United States of America	1.21	2.75	5.60	2.99	35.09	9.78	4.93	14.35	35.14	16.89	6.49	7.24	2.52	4.23	9.56	-	158.76
Subtotal	**1.9**	**2.7**	**5.6**	**3.2**	**36.9**	**9.8**	**4.9**	**14.4**	**40.1**	**16.9**	**9.9**	**7.2**	**2.9**	**6.0**	**9.6**	**-**	**172.0**
Pacific Rim																	
Australia	-	0.03	0.36	3.17	7.63	-	3.98	0.46	0.16	-	2.27	10.20	1.62	2.04	2.17	-	34.07
Japan	1.61	0.12	0.30	0.32	0.27	-	0.41	-	0.08	0.94	0.09	1.53	0.34	0.08	0.07	-	6.16
Korea, Republic of	0.08	0.04	-	0.02	0.22	0.11	-	-	0.02	-	0.15	0.87	-	-	-	-	1.50
Subtotal	**1.7**	**0.2**	**0.7**	**3.5**	**8.1**	**0.1**	**4.4**	**0.5**	**0.3**	**0.9**	**2.5**	**12.6**	**2.0**	**2.1**	**2.2**	**-**	**41.7**
Developing countries																	
Abu Dhabi	-	-	-	-	-	-	0.30	-	-	-	-	-	-	-	-	-	0.30
Bangladesh	-	-	-	-	-	-	-	-	-	-	-	0.10	-	-	-	-	0.10
China	0.14	0.32	0.04	0.04	0.20	0.91	0.23	0.17	0.35	-	0.21	2.49	-	0.07	-	-	5.17
Colombia	-	-	3.01	-	-	-	-	-	-	-	-	-	-	-	-	-	3.01
Cote d'Ivoire	2.45	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.45
Egypt, Arab Republic of	-	-	-	-	-	-	0.24	-	-	-	-	-	-	-	0.25	-	0.49
India	-	0.88	-	-	0.55	0.76	1.13	7.59	0.34	-	0.01	1.90	0.19	0.24	-	-	13.59
Indonesia	-	-	-	-	-	-	-	-	-	-	-	0.05	-	-	-	-	0.05
Iran, Islamic Republic of	-	-	-	-	0.07	-	0.26	-	-	-	-	0.01	-	-	-	-	0.33
Kenya	-	-	-	-	-	-	-	-	-	-	0.07	-	-	-	-	-	0.07
Libya	-	-	-	-	-	-	1.29	-	-	-	-	-	-	-	-	-	1.29
Mexico	-	-	0.01	-	19.87	-	-	-	-	-	0.07	-	-	-	-	-	19.96
Morocco	-	-	0.01	-	-	-	0.21	-	-	-	-	-	-	-	-	-	0.22
Nigeria	0.68	-	-	-	-	0.68	-	0.19	0.47	1.19	-	-	0.18	-	-	-	3.38
Peru	-	0.01	0.01	-	-	-	-	-	0.01	-	-	-	-	0.04	-	-	0.06
Philippines	-	0.09	0.01	-	-	0.01	-	0.03	-	-	-	4.12	-	0.02	0.41	-	4.68
South Africa	-	0.14	-	-	-	-	-	-	-	-	0.07	-	0.08	0.14	0.05	-	0.48
Sudan	-	-	-	-	-	-	0.05	-	-	-	-	-	-	-	-	-	0.05
Syria	-	-	-	-	-	-	0.24	-	-	-	-	-	-	-	-	-	0.24
Thailand	-	-	0.03	-	0.03	-	-	0.03	-	-	-	0.10	-	-	-	-	0.17
Turkey	-	-	-	-	0.23	0.02	0.29	0.01	-	-	-	0.03	-	-	-	-	0.57
Uganda	-	0.38	0.17	-	0.13	-	-	-	-	-	-	-	-	-	-	-	0.67
Subtotal	**3.3**	**1.8**	**3.3**	**0.0**	**21.1**	**2.4**	**4.2**	**8.0**	**1.2**	**1.2**	**0.4**	**8.8**	**0.5**	**0.5**	**0.7**	**-**	**57.3**
Foundations																	
Bill & Melinda Gates Foundation	2.43	0.11	1.67	-	18.69	6.24	0.05	5.59	7.54	17.76	6.46	14.79	0.59	3.19	0.05	1.21	86.37
Ford Foundation	-	-	0.59	-	-	-	-	-	-	-	-	-	-	0.01	-	-	0.60
IDRC	-	-	-	-	-	-	-	-	0.05	-	-	-	-	-	1.69	-	1.74
Kellogg Foundation	-	-	-	-	-	-	-	-	-	-	-	0.07	-	-	-	-	0.07
Rockefeller Foundation	-	-	-	0.15	-	-	-	-	-	-	-	-	-	0.00	0.07	-	0.22
Syngenta Foundation	0.03	-	0.36	-	1.06	0.37	-	-	-	0.23	-	1.13	-	-	-	-	3.17
Subtotal	**2.5**	**0.1**	**2.6**	**0.1**	**19.7**	**6.6**	**0.1**	**5.6**	**7.6**	**18.0**	**6.5**	**16.0**	**0.6**	**3.2**	**1.8**	**1.2**	**92.2**
International and regional organizations																	
ADB	-	-	-	-	-	-	0.08	-	0.21	-	-	0.60	0.19	-	-	-	1.07
AfDB	4.54	-	-	0.15	-	-	4.16	0.18	0.60	10.25	-	-	-	-	-	-	19.87
Arab Fund	-	-	-	-	-	-	4.94	-	-	-	-	-	-	-	-	-	4.94
FAO	0.08	0.85	0.20	0.20	0.14	0.11	0.22	0.15	0.28	0.08	0.10	0.08	-	0.06	0.11	1.33	3.99
Gulf Cooperation Council	-	-	-	-	-	-	0.51	-	-	-	-	-	-	-	-	-	0.51
IDB	-	-	0.42	-	-	-	-	-	0.45	-	-	-	-	-	-	-	0.87
IFAD	0.41	1.23	1.51	-	0.22	0.18	3.65	1.13	1.40	1.67	0.52	0.60	0.62	1.72	0.08	-	14.91
OPEC Fund	-	-	0.01	-	0.02	-	0.06	-	-	-	-	-	-	-	0.08	-	0.16
UNDP	-	-	0.13	0.15	-	-	-	-	-	-	-	-	-	0.09	-	-	0.36
UNEP	-	1.02	0.19	-	-	-	-	-	-	-	0.15	0.35	-	0.30	-	-	2.02
World Bank	-	-	0.21	0.22	-	-	-	-	0.96	-	-	-	0.04	0.62	0.02	-	2.06
Subtotal	**5.0**	**3.1**	**2.7**	**0.7**	**0.4**	**0.3**	**13.6**	**1.5**	**3.9**	**12.0**	**0.8**	**1.6**	**0.8**	**2.8**	**0.3**	**1.3**	**50.8**
Others (analysis on Table A2.3)	**1.38**	**2.21**	**27.60**	**1.16**	**9.46**	**1.76**	**3.80**	**8.98**	**32.85**	**19.54**	**5.05**	**7.35**	**3.64**	**12.22**	**2.84**	**6.93**	**146.75**
Total	**16.6**	**19.7**	**51.4**	**24.4**	**98.5**	**30.3**	**34.7**	**42.0**	**100.3**	**75.5**	**38.1**	**58.9**	**12.4**	**48.9**	**21.9**	**9.5**	**683.0**
GrandTotal	**22**	**34**	**77**	**36**	**122**	**44**	**49**	**55**	**120**	**93**	**60**	**79**	**29**	**62**	**32**	**29**	**943**

Table A2.2: Analysis of Window 3 and Bilateral donors, 2015 ($ million)

Donor	Window 3	Bilateral	Total
Europe			
Austria	1.52	0.68	2.19
Belgium	2.01	1.18	3.18
Denmark	-	0.85	0.85
European Commission	11.50	13.62	25.11
Finland	1.06	5.48	6.54
France	-	1.43	1.43
Germany	0.29	24.83	25.12
Ireland	0.76	5.13	5.89
Italy	0.57	2.32	2.88
Luxembourg	0.34	-	0.34
Netherlands	12.75	3.72	16.47
Norway	-	4.62	4.62
Portugal	0.32	0.27	0.58
Russia	0.94	-	0.94
Spain	0.02	0.03	0.06
Sweden	-	6.89	6.89
Switzerland	0.36	7.08	7.44
United Kingdom	3.80	7.88	11.68
North America			
Canada	0.01	13.24	13.24
United States of America	118.09	40.67	158.76
Pacific Rim			
Australia	13.54	20.54	34.07
Japan	2.37	3.79	6.16
Korea, Republic of	-	1.50	1.50
Developing countries			
Abu Dhabi	0.30	-	0.30
Bangladesh	0.10	-	0.10
China	2.71	2.46	5.17
Colombia	-	3.01	3.01
Cote d'Ivoire	-	2.45	2.45
Egypt, Arab Republic of	-	0.49	0.49
India	5.24	8.36	13.59
Indonesia	-	0.05	0.05
Iran, Islamic Republic of	0.20	0.13	0.33
Kenya	-	0.07	0.07
Libya	-	1.29	1.29
Mexico	0.08	19.87	19.96
Morocco	0.12	0.10	0.22
Nigeria	-	3.38	3.38
Peru	-	0.06	0.06
Philippines	-	4.68	4.68
South Africa	0.43	0.05	0.48
Sudan	0.05	-	0.05
Syria	-	0.24	0.24
Thailand	0.08	0.10	0.17
Turkey	0.55	0.02	0.57
Uganda	0.13	0.55	0.67
Foundations			
Bill & Melinda Gates Foundation	60.02	26.35	86.37
Ford Foundation	-	0.60	0.60
IDRC	-	1.74	1.74
Kellogg Foundation	-	0.07	0.07
Rockefeller Foundation	-	0.22	0.22
Syngenta Foundation	-	3.17	3.17
International and regional organizations			
ADB	-	1.07	1.07
AfDB	-	19.87	19.87
Arab Fund	-	4.94	4.94
FAO	-	3.99	3.99
Gulf Cooperation Council	-	0.51	0.51
IDB	-	0.87	0.87
IFAD	9.45	5.46	14.91
OPEC Fund	-	0.16	0.16
UNDP	-	0.36	0.36
UNEP	-	2.02	2.02
World Bank	-	2.06	2.06
Others	44.76	102.00	146.75
Total	**294**	**389**	**683**
CRP	245.93	295.60	541.53
Non-CRP	48.49	92.97	141.46
Total	**294**	**389**	**683**

Table A2.3: Breakdown of Other Donors, 2015
($ million)

Members	AfricaRice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	CP & IBP Partners	Total
Other Programs (multi-donor)																	
Challenge Program	0.1	0.2	18.5	-	1.6	0.4	0.3	1.4	18.8	1.8	0.1	1.2	0.0	-	-	2.3	46.6
Integrated Breeding Platform	-	0.1		-	-	-	-		-	-	-	-	-	-	-	4.6	4.7
AGRA-Alliance for a Green Revolution in Africa	-	-	0.1	-	-	-	-	0.2	-	0.8	-	-	-	-	-	-	1.1
FLAR (Latin American Fund for Irrigated Rice)	-	-	1.3	-	-	-	-		-	-	-	-	-	-	-	-	1.3
Multidonor other	0.1	0.0	0.6	-	0.0	-	-	0.3	0.2	0.6	0.6	0.0	0.5	0.2	-	-	2.9
Developing Countries other	0.7	0.1	0.2	-	0.3	-	0.0	0.0	1.1	1.0	-	0.0	0.1	-	-	-	3.6
Foundations other	-	1.2	0.5	0.1	0.2	0.0	0.8	2.2	1.9	0.7	0.1		0.1	0.7	0.4		8.9
International and Regional Organizations other	0.3	0.4	1.1	0.1	0.6	0.4	1.9	0.7	2.2	0.5	1.2	1.7	0.6	2.4	1.2	-	15.3
Academic or Research Institute other	0.1	0.0	2.0	0.2	5.5	0.9	0.4	2.1	5.5	7.9	2.3	1.8	2.1	0.9	0.9	-	32.8
Private Sector	-	0.1	1.7	0.4	1.2	0.0	0.3	1.6	3.2	4.4	0.2	1.2	0.2	4.4	0.2		19.2
Miscellaneous	-	0.1	1.5	0.4	0.0	-	0.1	0.5	(0.1)	1.9	0.6	1.3	0.0	3.5	0.1	-	10.2
Total	**1**	**2**	**28**	**1**	**9**	**2**	**4**	**9**	**33**	**20**	**5**	**7**	**4**	**12**	**3**	**7**	**147**

A3 Analysis of Expenditures

Table A3.1: Centers' Research Expenditures by Region, 2015 ($ million)

	Expenditure	SubSaharan Africa		Europe		America		Asia		CWANA [A]	
	$ million	%	$ million	%	$ million	%	$ million	%	$ million	%	$ million
Centers											
AfricaRice	25	100%	25	-	-	-	-	-	-	-	-
Bioversity	37	6%	2	86%	31	3%	1	5%	2	0%	0
CIAT	78	28%	22	1%	1	58%	46	13%	10	-	-
CIFOR	41	10%	4	-	-	1%	1	89%	36	-	-
CIMMYT	120	26%	31	-	-	55%	66	15%	18	4%	5
CIP	48	25%	12	-	-	68%	33	7%	4	-	-
ICARDA	50	0%	0	-	-	-	-	12%	6	88%	44
ICRISAT	60	59%	35	-	-	-	-	41%	25	-	-
IFPRI	121	50%	61	-	-	12%	15	35%	42	3%	3
IITA	92	94%	87	-	-	2%	2	4%	3	-	-
ILRI	68	100%	68	-	-	0%	0	0%	0	0%	0
IRRI	81	20%	16	1%	1	7%	5	71%	58	1%	1
IWMI	34	38%	13	1%	0	0%	0	57%	19	4%	1
World Agroforestry	66	68%	45	-	-	5%	3	27%	17	0%	0
WorldFish	34	15%	5	-	-	-	-	80%	27	5%	2
Subtotal	**956**	**45%**	**427**	**3%**	**33**	**18%**	**172**	**28%**	**268**	**6%**	**56**
System level											
System entities and special initiatives	20										
Other program partners	8										
Total CGIAR program	**985**										

Table A3.2: Centers' Research Benefits by Region, 2015 ($ million)

	Expenditure	SubSaharan Africa		Latin America		Asia		CWANA [A]	
	$ million	%	$ million	%	$ million	%	$ million	%	$ million
Centers									
AfricaRice	25	100%	25	-	-	-	-	-	-
Bioversity	37	41%	15	23%	8	21%	8	15%	6
CIAT	78	47%	37	44%	34	9%	7	-	-
CIFOR	41	45%	18	23%	10	32%	13	-	-
CIMMYT	120	26%	31	55%	66	15%	18	4%	5
CIP	48	69%	33	16%	8	15%	7	-	-
ICARDA	50	17%	8	1%	0	17%	9	65%	33
ICRISAT	60	59%	35	-	-	41%	25	0%	-
IFPRI	121	50%	61	12%	15	35%	42	3%	3
IITA	92	94%	87	2%	2	4%	3	0%	-
ILRI	68	100%	68	0%	0	0%	0	0%	0
IRRI	81	21%	17	7%	5	71%	58	1%	1
IWMI	34	47%	16	1%	0	45%	15	7%	2
World Agroforestry	66	68%	45	5%	3	27%	17	0%	0
WorldFish	34	19%	6	-	-	76%	26	5%	2
Subtotal	**956**	**53%**	**503**	**16%**	**152**	**26%**	**249**	**5%**	**52**
System level									
System entities and special initiatives	20								
Other program partners	8								
Total CGIAR program	**985**								

Notes:
[A] Central and West Asia and North Africa

Table A3.3: Centers' Expenditures by object, 2015
($ million)

	Total	Personnel Costs	Supplies and Services	Collaboration and Partnerships	Travel	Depreciation
Centers						
AfricaRice	25	11	9	3	2	1
Bioversity	37	15	12	8	1	0
CIAT	78	33	22	16	5	3
CIFOR	41	17	12	9	2	2
CIMMYT	120	49	31	31	5	4
CIP	48	24	13	6	3	2
ICARDA	50	17	15	8	3	8
ICRISAT	60	23	20	10	5	2
IFPRI	121	40	36	40	4	2
IITA	92	40	26	14	8	4
ILRI	68	33	21	7	5	2
IRRI	81	33	32	6	5	5
IWMI	34	18	6	7	2	1
World Agroforestry	66	29	17	13	6	1
WorldFish	34	19	8	4	2	0
Subtotal	**956**	**401**	**280**	**183**	**56**	**36**
System level						
System entities and special initiatives	20					
Other program partners	8					
Total CGIAR Program	**985**					

Centers' Expenditures by object, 2015
(Percentage, %)

	Total $ million	Personnel Costs	Supplies and services	Collaboration and Partnerships	Travel	Depreciation
Centers						
AfricaRice	25	44%	36%	10%	7%	3%
Bioversity	37	41%	32%	23%	3%	1%
CIAT	78	42%	28%	21%	6%	3%
CIFOR	41	42%	29%	21%	4%	4%
CIMMYT	120	41%	26%	26%	4%	3%
CIP	48	49%	27%	13%	6%	5%
ICARDA	50	34%	30%	15%	6%	15%
ICRISAT	60	38%	34%	17%	8%	3%
IFPRI	121	33%	30%	33%	3%	1%
IITA	92	44%	28%	16%	8%	4%
ILRI	68	49%	31%	10%	7%	3%
IRRI	81	41%	39%	8%	6%	6%
IWMI	34	52%	18%	22%	5%	3%
World Agroforestry	66	44%	26%	19%	9%	2%
WorldFish	34	56%	24%	12%	7%	1%
Total Center Level	**956**	**42%**	**29%**	**19%**	**6%**	**4%**
System level						
System entities and special initiatives	20					
Other program partners	8					
Total CGIAR Program	**985**					

Table A3.4: CGIAR Expenditures by Center, 2011-2015
($ million)

	2011	2012	2013	2014	2015
Centers					
AfricaRice	21	22	30	29	25
Bioversity	36	37	38	42	37
CIAT	61	68	73	85	78
CIFOR	28	34	43	49	41
CIMMYT	73	110	151	130	120
CIP	34	44	49	52	48
ICARDA	37	46	55	62	50
ICRISAT	65	56	62	70	60
IFPRI	80	84	108	119	121
IITA	47	75	72	97	92
ILRI	43	54	71	79	68
IRRI	74	84	78	82	81
IWMI	32	40	38	35	34
World Agroforestry	42	53	57	62	66
WorldFish	17	27	34	39	34
SubTotal Agreed agenda	**690**	**834**	**957**	**1,032**	**956**
System level					
System entities and special initiatives	9	14	17	20	20
less CGIAR collaboration [A]	21				
Subtotal System Level	**31**	**14**	**17**	**20**	**20**
Total	**721**	**848**	**974**	**1,052**	**976**
plus Other Program Partners	29	29	10	15	8
Total	**750**	**876**	**984**	**1,067**	**985**

[A] *As from 2012, inter-Center activities have been deducted from Center figures*

Table A3.5: Centers' Staff, 2011-2015

	2011		2012		2013		2014		2015			
	International	Other	International	Other	International	Other	International	Other	International		Other	
									Male	Female	Male	Female
AfricaRice	59	255	51	224	60	250	66	274	20	10	200	103
Bioversity	60	198	62	148	58	152	62	175	32	29	85	103
CIAT	90	700	88	744	109	761	128	824	85	44	523	322
CIFOR	72	125	73	133	94	159	103	178	46	34	55	82
CIMMYT	119	679	191	811	229	1,001	214	1,024	53	163	289	734
CIP	90	700	79	620	91	651	99	640	36	64	202	385
ICARDA	93	525	89	324	105	277	112	246	83	17	140	70
ICRISAT	73	1,146	76	1,162	99	1,260	98	1,395	81	16	985	271
IFPRI	146	316	149	328	165	369	177	399	182	231	91	60
IITA	102	881	116	958	144	1,071	192	1,328	161	59	1,103	368
ILRI	103	482	108	485	144	545	159	641	97	49	408	207
IRRI	133	1,080	129	1,127	151	1,223	160	1,266	104	34	593	453
IWMI	106	196	113	202	121	210	130	212	86	40	131	72
World Agroforestry	77	317	60	393	78	465	79	541	97	51	275	199
WorldFish	42	201	53	290	61	338	67	366	43	25	262	119
Total	**1,365**	**7,801**	**1,437**	**7,949**	**1,709**	**8,732**	**1,846**	**9,509**	**1,206**	**866**	**5,342**	**3,548**

Table A3.6: CGIAR Expenditures by Center, Region and Object since 1972

	1972-2010		2011		2012		2013		2014		2015		TOTAL	
Center	$ million	%	$ million	%	$ million	%	$ million	%	$ million	%	$ million	%	$ million	%
AfricaRice	295	3%	21	3%	22	3%	30	3%	29	3%	25	3%	422	3%
Bioversity	561	5%	36	5%	37	4%	38	4%	42	4%	37	4%	750	5%
CIAT	1,093	10%	61	9%	68	8%	73	8%	85	8%	78	8%	1,457	8%
CIFOR	245	2%	28	4%	34	4%	43	4%	49	5%	41	4%	440	3%
CIMMYT	1,118	10%	73	11%	110	13%	151	16%	130	13%	120	13%	1,702	11%
CIP	655	6%	34	5%	44	5%	49	5%	52	5%	48	5%	882	6%
ICARDA	762	7%	37	5%	46	6%	55	6%	62	6%	50	5%	1,011	7%
ICRISAT	1,008	9%	65	9%	56	7%	62	6%	70	7%	60	6%	1,321	9%
IFPRI	637	6%	80	12%	84	10%	108	11%	119	12%	121	13%	1,149	7%
IITA	1,192	11%	47	7%	75	9%	72	7%	97	9%	92	10%	1,575	10%
ILRI	997	9%	43	6%	54	7%	71	7%	79	8%	68	7%	1,311	8%
IRRI	1,171	11%	74	11%	84	10%	78	8%	82	8%	81	8%	1,569	10%
ISNAR [B]	193	2%											193	1%
IWMI	308	3%	32	5%	40	5%	38	4%	35	3%	34	4%	487	3%
World Agroforestry	455	4%	42	6%	53	6%	57	6%	62	6%	66	7%	735	5%
WorldFish	235	2%	17	2%	27	3%	34	4%	39	4%	34	4%	386	3%
Total	**10,923**	**100%**	**688**	**100%**	**834**	**100%**	**957**	**100%**	**1,032**	**100%**	**956**	**100%**	**15,390**	**100%**
Region														
Sub-Saharan Africa	4,806	44%	323	47%	442	53%	474	50%	534	52%	427	41%	7,005	46%
Asia	3,320	30%	229	33%	225	27%	242	25%	269	26%	268	26%	4,553	31%
Latin America and the Carribean	1,648	15%	84	12%	108	13%	187	19%	163	16%	172	17%	2,362	15%
Central and West Asia and North Africa	1,150	11%	52	8%	58	7%	54	6%	66	6%	56	5%	1,437	9%
Europe	0	0%	-	0%	-	0%	-	0%	-	0%	33	3%	33	0%
Total	**10,923**	**100%**	**688**	**100%**	**834**	**100%**	**957**	**100%**	**1,032**	**100%**	**956**	**92%**	**15,389**	**101%**
Object														
Personnel	5,403	49%	296	43%	303	36%	364	38%	404	39%	401	39%	7,171	47%
Collaboration and Partnerships	614	6%	110	16%	139	17%	277	29%	209	20%	183	18%	1,531	10%
Supplies and Services	3,413	31%	206	30%	291	35%	190	20%	306	30%	280	27%	4,686	30%
Travel	781	7%	48	7%	58	7%	71	7%	74	7%	56	5%	1,087	7%
Depreciation	714	7%	28	4%	43	5%	56	6%	38	4%	36	3%	914	6%
Total	**10,923**	**100%**	**688**	**100%**	**834**	**100%**	**957**	**100%**	**1,032**	**100%**	**956**	**92%**	**15,390**	**100%**

[A] This data is aggregated at the Center level.

A4 Analysis of Balance Sheet Information

The CGIAR Balance Sheet is an aggregation of the 15 Centers' Balance Sheet, without any elimination for inter-Center activities. Furthermore, CIAT is now fully IFRS compliant, and has issued its 2015 Annual Financial Statements under IFRS standards. It is the only Center to have transitioned to IFRS in 2015.

Table A4.1: Centers' Financial Position, 31 December 2015 ($ million)

	Africa Rice	Bioversity	CIAT	CIFOR	CIMMYT	CIP	ICARDA	ICRISAT	IFPRI	IITA	ILRI	IRRI	IWMI	World Agroforestry	WorldFish	TOTAL
Assets																
Current assets																
Cash and cash equivalents	9	22	34	19	98	11	5	14	34	33	65	37	26	26	21	455
Investments		12				14	2		4	5		4	5	3		50
Accounts receivable																
Donors	8	5	14	10	10	8	18	6	20	14	13	9	4	8	2	150
Employees	1		0	1		0	1	1		1	1	1	0	2	0	8
Others	4	1	4	2	4	5	6	5	9	3	5	8	2	16	1	75
Inventories	0				1	0	0	1		1	2	1	0	0	-	7
Prepaid expenses	2	3	13			0		0		0	2	0	0	4	0	26
Other current assets	-	-	0	0				-		0			-		-	1
Total current assets	**24**	**43**	**66**	**32**	**113**	**40**	**33**	**26**	**68**	**58**	**88**	**59**	**38**	**60**	**25**	**772**
Non-current assets																
Net property, plant and equipment	2	2	45	3	23	5	3	8	2	12	10	16	3	8	0	141
Investments	-		18			1		42	88			6	-	10		164
Other assets		1	1	7	1			4								13
Total non-current assets	**2**	**3**	**64**	**10**	**23**	**5**	**3**	**54**	**89**	**12**	**10**	**21**	**3**	**18**	**0**	**318**
Total assets	**26**	**46**	**129**	**41**	**137**	**45**	**36**	**80**	**157**	**70**	**99**	**80**	**41**	**77**	**25**	**1,090**
Liabilities and net assets																
Current liabilities																
Accounts payable																
Donors	**8**	**9**	**31**	**10**	**39**	**18**	**11**	**23**	**112**	**34**	**40**	**17**	**15**	**27**	**10**	403
Employees	**1**	**2**	**2**	**1**	**1**	**0**	**5**	**1**	**4**	**5**	**2**	**1**	**1**	**2**		26
Others	**2**	**13**	**26**	**2**	**19**	**8**	**7**	**10**	**8**	**10**	**9**	**16**	**5**	**7**	**2**	145
Accruals and provisions	**4**	**5**	**2**	**4**	**1**	**0**	**4**	**3**		**0**	**5**	**5**	**0**	**7**	**2**	42
Total current liabilities	**15**	**28**	**60**	**17**	**60**	**27**	**27**	**37**	**123**	**48**	**57**	**38**	**22**	**42**	**14**	**616**
Non-current liabilities																
Accounts payable																
Employees		**5**		**7**	**11**	**2**		**7**			**5**	**2**	**4**	**8**		51
Others			**3**		**0**				6							9
Total non-current liabilities	-	**5**	**3**	**7**	**12**	**2**	-	**7**	**6**		**5**	**2**	**4**	**8**	-	**60**
Total liabilities	**15**	**33**	**63**	**23**	**71**	**29**	**27**	**44**	**129**	**48**	**62**	**40**	**25**	**51**	**14**	**676**
Net assets																
Unrestricted																
Unrestricted net assets excluding fixed assets	**8**	**11**	**22**	**15**	**42**	**11**	**6**	**24**	**26**	**10**	**26**	**25**	**13**	**19**	**11**	**268**
Fixed assets	**2**	**2**	**45**	**3**	**23**	**5**	**3**	**8**	**2**	**12**	**10**	**16**	**3**	**8**	**0**	**141**
Unrestricted net assets	**11**	**12**	**66**	**18**	**65**	**16**	**9**	**32**	**28**	**22**	**36**	**40**	**15**	**27**	**11**	**409**
Restricted	-	-	-	-	-	-	-	**4**		-	-	-		-	-	**4**
Total net assets	**11**	**12**	**66**	**18**	**65**	**16**	**9**	**36**	**28**	**22**	**36**	**40**	**15**	**27**	**11**	**414**
Total liabilities and net assets	**26**	**46**	**129**	**41**	**137**	**45**	**36**	**80**	**157**	**70**	**99**	**80**	**41**	**77**	**25**	**1,090**

Table A4.2: Additions to Property, Plant and Equipment by Center
($ million)

	2011	2012	2013	2014	2015
Centers					
AfricaRice	0.1	1.7	1.0	1.8	1.8
Bioversity	0.3	0.4	0.7	0.6	0.1
CIAT	2.9	3.7	4.1	2.8	4.3
CIFOR	1.1	0.7	3.5	1.9	0.7
CIMMYT	5.7	37.9	13.5	4.7	4.6
CIP	1.6	3.7	1.4	1.1	1.3
ICARDA	1.5	1.7	2.9	6.0	5.2
ICRISAT	2.3	3.8	3.6	3.1	1.3
IFPRI	1.2	0.7	1.0	1.5	0.4
IITA	0.6	3.5	0.5	0.8	1.6
ILRI	2.4	1.7	4.6	6.9	2.5
IRRI	5.2	6.6	5.8	6.8	4.0
IWMI	1.0	0.9	0.9	1.0	2.0
World Agroforestry	1.7	2.2	2.3	3.8	1.2
WorldFish	0.0	0.0	0.2	0.5	0.3
Total	**27.7**	**69.1**	**45.9**	**43.3**	**31.3**

A5 Key Financial Data by Center

Detailed information by Center is based on the audited financial statements of the 15 CGIAR Centers.

Table A5.1: AfricaRice
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	8.5	9.8	9.5	10.2	5.8
Add/ (Deduct): CGIAR Collaboration	-	-	-	-	-
Should equal Total CRP revenue	**8.5**	**9.8**	**9.5**	**10.2**	**5.8**
3.3 Rice (GRiSP)	8.2	8.7	8.8	9.4	5.3
7 Climate Change, Agriculture and Food Security	0.0	0.7	0.4	0.4	0.0
Genebanks	0.3	0.4	0.3	0.4	0.5
CRP Windows 1 and 2	8.5	9.8	9.5	10.2	5.8
CRP Window 3	11.7	1.6	3.9	4.5	1.7
CRP Bilateral	-	9.2	8.5	7.7	9.0
Total CRP revenue	**20.2**	**20.7**	**21.9**	**22.4**	**16.5**
Non-CRP W3	-	-	5.7	3.1	0.9
Non-CRP Bilateral	0.3	0.3	1.7	2.0	2.5
Unrestricted	1.8	1.5	0.8	0.8	2.5
Total non-CRP Grant Revenue	**2.1**	**1.8**	**8.2**	**5.9**	**5.9**
Total Grant Revenue	**22.3**	**22.5**	**30.1**	**28.3**	**22.4**
Other Income	0.1	0.2	0.6	0.7	0.5
Total Revenue	**22.4**	**22.7**	**30.7**	**29.0**	**22.9**
Expenditure					
Restricted CRP Expenditure	20.2	20.7	21.9	22.4	16.5
Restricted non-CRP Expenditure	0.3	0.3	7.4	5.1	3.4
Unrestricted	0.7	1.2	0.8	1.4	5.4
Total Expenditure	**21.2**	**22.1**	**30.1**	**29.0**	**25.3**
Results of Operations	**1.2**	**0.6**	**0.6**	**0.0**	**(2.5)**
Staffing					
Internationally recruited	59	51	60	66	30
Nationally recruited	255	224	250	274	303
Total	**314**	**275**	**310**	**340**	**333**
Indicators					
Short-term Solvency expressed in days	**221**	**215**	**156**	**153**	**121**
Current Ratio	**2.4**	**2.5**	**2.0**	**2.2**	**1.5**
Reserves expressed in days	**221**	**215**	**156**	**153**	**121**
Fixed Assets					
Capital Expenditure ($m) - Additions	2.3	1.7	1.0	1.8	1.8
Capital Expenditure/Depreciation	100%	101%	121%	182%	263%
Indirect/Direct cost ratio	**14%**	**15%**	**15%**	**10%**	**13%**
In-house			17%	11%	13%
Partners			10%	7%	7%
Cash Management on Restricted Operations	**3.65**	**4.91**	**1.35**	**2.13**	**0.83**

Table A5.2: Bioversity International
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	6.3	20.2	19.5	21.0	14.6
	Add/ (Deduct): CGIAR Collaboration	-	(0.2)	-	-	(0.2)
	Should equal Total CRP revenue	**6.3**	**20.0**	**19.5**	**21.0**	**14.4**
1.1	Dryland Systems	-	0.5	0.7	0.7	0.2
1.2	Humidtropics	-	0.2	0.2	0.6	0.3
1.3	Aquatic Agricultural Systems	-	0.2	0.5	0.5	0.4
2	Policies, Institutions and Markets	-	1.0	1.1	1.1	0.4
3.2	MAIZE [A]	-	-	-	0.1	-
3.4	Root, Tubers and Bananas	-	5.8	6.2	6.3	4.6
4	Agriculture for Nutrition and Health	-	1.6	1.3	1.9	1.3
5	Water, Land and Ecosystems	-	1.9	1.8	2.2	1.9
6	Forests, Trees and Agroforestry	1.9	3.9	3.6	3.4	2.3
7	Climate Change, Agriculture and Food Securit	3.6	4.1	3.3	3.5	2.0
	Genebanks	0.8	0.9	0.9	0.7	1.0
CRP Windows 1 and 2		6.3	20.0	19.5	21.0	14.4
CRP Window 3		-	0.6	1.7	2.2	3.7
CRP Bilateral [B]		-	9.8	11.9	9.8	7.8
Total CRP Revenue		**6.3**	**30.4**	**33.1**	**33.0**	**25.8**
	Non-CRP W3	-	-	0.1	3.7	3.1
	Non-CRP Bilateral	19.7	3.4	1.8	2.2	2.8
	Unrestricted	10.0	1.8	1.8	1.8	2.3
Total non-CRP Grant Revenue [C]		**29.7**	**5.2**	**3.7**	**7.7**	**8.3**
Total Grant Revenue		**36.0**	**35.5**	**36.7**	**40.6**	**34.1**
	Other Income	0.9	1.7	2.3	1.8	2.0
Total Revenue		**36.9**	**37.3**	**39.0**	**42.4**	**36.0**
Expenditure						
	Restricted CRP Expenditure [A & B]	6.3	30.4	33.1	33.0	25.8
	Restricted non-CRP Expenditure [C]	19.7	3.4	1.9	5.9	5.9
	Unrestricted	10.2	2.9	3.0	3.4	5.0
Total Expenditure		**36.2**	**36.7**	**38.0**	**42.2**	**36.7**
Results of Operations		**0.7**	**0.6**	**1.0**	**0.2**	**(0.6)**
Staffing						
	Internationally recruited	60	62	58	62	61
	Nationally recruited	198	148	152	157	188
	Total	**258**	**210**	**210**	**219**	**249**
Indicators						
	Short-term Solvency expressed in days	**164**	**180**	**181**	**162**	**163**
	Current Ratio	**1.1**	**1.1**	**1.8**	**1.5**	**1.5**
	Reserves expressed in days	**99**	**105**	**108**	**97**	**108**
	Fixed Assets					
	Capital Expenditure ($m) - Additions	0.3	0.4	0.7	0.6	0.1
	Capital Expenditure/Depreciation	111%	94%	170%	161%	38%
	Indirect/Direct cost ratio	**18%**	**18%**	**17%**	**15%**	**16%**
	In-house			18%	17%	16%
	Partners			2%	1%	0%
	Cash Management on Restricted Operations	**0.94**	**1.33**	**0.94**	**0.69**	**0.56**

[A] CRP3.2- Maize expenditure which was already reported by CIMMYT and included in 2014 CGIAR Financial report was deducted from W1W2 (0.049m)

[B] The expenditure related to CGIAR Consortium collaboration grant was deducted from CRP Bilateral (0.015m)

[C] The Special initiative- Open Access non-CRP expenditure reported was deducted from W1W2 (0.024m)

Table A5.3: International Center for Tropical Agriculture (CIAT)
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	38.1	61.7	68.9	74.5	51.8
	Add/ (Deduct): CGIAR Collaboration	(25.6)	(34.9)	(37.5)	(39.1)	(26.2)
	Should equal Total CRP revenue	**12.5**	**26.8**	**31.4**	**35.4**	**25.6**
1.1	Dryland Systems	-	0.4	0.4	0.3	0.1
1.2	Humidtropics	-	0.5	1.2	1.3	0.8
2	Policies, Institutions and Markets	-	0.7	1.0	0.9	0.7
3.3	Rice (GRiSP)	4.3	4.0	3.5	3.5	2.4
3.4	Root, Tubers and Bananas	-	2.9	4.6	5.2	3.4
3.5	Grain Legumes	-	1.4	3.0	2.6	0.6
3.7	Livestock and Fish	-	1.2	1.3	1.7	1.5
4	Agriculture for Nutrition and Health	-	0.6	3.2	3.2	2.4
5	Water, Land and Ecosystems	-	1.1	1.6	1.2	1.7
6	Forests, Trees and Agroforestry	-	0.3	0.3	0.8	0.4
7	Climate Change, Agriculture and Food Security	6.0	11.3	9.0	12.3	9.3
	Genebanks	2.1	2.3	2.2	2.5	2.3
CRP Windows 1 and 2		12.5	26.7	31.4	35.4	25.6
CRP Window 3 [A]		-	0.4	4.3	5.5	27.9
CRP Bilateral [A]		8.3	24.7	30.8	40.5	21.1
Total CRP Revenue		**20.8**	**51.8**	**66.5**	**81.4**	**74.7**
Non-CRP W3		-	0.5	0.9	0.7	0.4
Non-CRP Bilateral [B]		32.8	15.1	6.1	4.1	1.9
Unrestricted		6.1	1.8	0.1	0.0	0.1
Total non-CRP Grant Revenue		**38.9**	**17.4**	**7.0**	**4.8**	**2.4**
Total Grant Revenue		**59.7**	**69.3**	**73.5**	**86.3**	**77.1**
Other Income		2.8	4.3	1.7	2.2	1.4
Total Revenue		**62.5**	**73.5**	**75.2**	**88.5**	**78.5**
Expenditure						
Restricted CRP Expenditure		20.8	51.8	66.5	81.4	74.7
Restricted non-CRP Expenditure [B]		32.8	15.6	6.9	4.8	2.3
Unrestricted		7.4	0.7	(0.6)	(1.6)	1.1
Extraordinary Expenditure		-	-	-	-	-
Total Expenditure		**61.0**	**68.1**	**72.8**	**84.7**	**78.0**
Results of Operations		**1.5**	**5.4**	**2.4**	**3.8**	**0.4**
Staffing						
Internationally recruited		90	88	109	128	129
Nationally recruited		700	744	761	824	845
Total		**790**	**832**	**870**	**952**	**974**
Indicators						
Short-term Solvency expressed in days		**97**	**113**	**121**	**112**	**112**
Current Ratio		**1**	**1**	**1**	**1**	**1**
Reserves expressed in days		**83**	**100**	**105**	**98**	**119**
Fixed Assets						
Capital Expenditure ($m)		3.0	3.7	4.1	2.8	4.3
Capital Expenditure/Depreciation		134%	193%	119%	148%	162%
Indirect/Direct cost ratio		**15%**	**16%**	**15%**	**12%**	**13%**
In-house					12%	13%
Partners					12%	13%
Cash Management on Restricted Operations		**0.74**	**0.79**	**1.29**	**0.89**	**0.45**

[A] The HarvestPlus grant expenditure, net of CGIAR collaboration reported under Bilateral was corrected and presented under W3 (18.174m)

[B] The Special initiative- Open Access and GRAP expenditure (0.082m) reported was deducted from Bilateral

Table A5.4: Center for International Forestry Research (CIFOR)
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	11.2	30.0	27.6	30.8	19.9
Add/ (Deduct): CGIAR Collaboration	(6.5)	(15.1)	(13.5)	(13.8)	(8.6)
Should equal Total CRP revenue	**4.7**	**14.8**	**14.1**	**17.0**	**11.3**
6 Forests, Trees and Agroforestry	4.6	14.3	13.8	16.6	10.5
7 Climate Change, Agriculture and Food Securit	0.2	0.6	0.3	0.4	0.8
CRP Windows 1 and 2	4.8	14.8	14.1	17.0	11.3
CRP Window 3	8.3	1.1	7.9	8.8	7.1
CRP Bilateral [A]	-	18.0	14.7	12.5	11.5
Total CRP Revenue	**13.1**	**34.0**	**36.8**	**38.3**	**29.8**
Non-CRP Bilateral	10.4	-	2.9	4.1	5.2
Unrestricted	6.4	6.8	4.2	4.3	0.7
Total non-CRP Grant Revenue	**16.8**	**6.8**	**7.1**	**8.4**	**5.8**
Total Grant Revenue	**29.9**	**40.8**	**43.8**	**46.7**	**35.7**
Other Income	0.1	0.3	0.4	0.4	0.5
Total Revenue	**30.0**	**41.1**	**44.2**	**47.1**	**36.1**
Expenditure					
Restricted CRP Expenditure [A]	13.1	34.0	36.8	38.3	29.8
Restricted non-CRP Expenditure	10.4	-	2.9	4.1	5.2
Unrestricted	4.5	(0.1)	3.3	6.9	5.7
Total Expenditure	**28.0**	**33.8**	**42.9**	**49.3**	**40.7**
Results of Operations	**2.0**	**7.2**	**1.3**	**(2.2)**	**(4.6)**
Staffing					
Internationally recruited	72	73	94	103	80
Nationally recruited	125	133	159	178	137
Total	**197**	**206**	**253**	**281**	**217**
Indicators					
Short-term Solvency expressed in days	**235**	**275**	**229**	**187**	**188**
Current Ratio	**3.0**	**2.0**	**2.0**	**2.5**	**1.9**
Reserves expressed in days	**190**	**237**	**195**	**145**	**143**
Fixed Assets					
Capital Expenditure ($m)	1.1	0.7	2.1	1.9	0.7
Capital Expenditure/Depreciation	161%	106%	163%	184%	48%
Indirect/Direct cost ratio	**19%**	**20%**	**19%**	**16%**	**14%**
In-house					
Partners					
Cash Management on Restricted Operations	**0.52**	**0.21**	**0.54**	**1.32**	**0.98**

[A] The Special initiative- GRAP expenditure reported was deducted from Bilateral (0.009m)

Table A5.5: International Maize and Wheat Improvement Center (CIMMYT)
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	2.7	29.4	30.7	46.3	29.4
	Add/ (Deduct): CGIAR Collaboration	-	(3.9)	(4.3)	(7.0)	(4.1)
	Report Adjustments [A]	-	-	-	-	(1.6)
	Should equal Total CRP revenue	**2.7**	**25.5**	**26.5**	**39.4**	**23.7**
2	Policies, Institutions and Markets	-	-	0.3	0.3	0.2
3.1	WHEAT	-	9.7	9.3	14.4	9.5
3.2	MAIZE	2.7	11.8	11.5	16.9	8.2
4	Agriculture for Nutrition and Health [A]	-	-	2.8	3.2	1.9
7	Climate Change, Agriculture and Food Securit	4.2	3.2	4.1	3.5	2.7
	Genebanks	0.8	0.9	0.9	1.1	1.2
CRP Windows 1 and 2		7.7	25.6	28.9	39.4	23.7
CRP Window 3 [A]		25.5	8.8	16.4	17.2	25.8
CRP Bilateral		-	74.1	37.8	26.4	29.5
Total CRP Revenue		**33.2**	**108.5**	**83.1**	**83.0**	**79.0**
	Non-CRP W3	-	0.2	15.8	22.2	23.4
	Non-CRP Bilateral	40.5	6.1	56.2	27.6	19.8
	Unrestricted	6.2	0.1	-	-	-
Total non-CRP Grant Revenue		**46.7**	**6.4**	**72.0**	**49.8**	**43.2**
Total Grant Revenue		**79.9**	**114.9**	**155.1**	**132.8**	**122.1**
	Other Income	1.7	1.1	1.2	1.3	0.7
Total Revenue		**81.6**	**116.0**	**156.3**	**134.1**	**122.8**
Expenditure						
	Restricted CRP Expenditure	33.2	108.5	83.1	83.0	79.0
	Restricted non-CRP Expenditure	40.5	6.3	72.0	49.8	43.2
	Unrestricted	(0.9)	(4.7)	(3.8)	(2.6)	(2.3)
Total Expenditure		**72.8**	**110.1**	**151.3**	**130.2**	**119.9**
Results of Operations		**8.8**	**5.9**	**5.0**	**3.8**	**2.9**
Staffing						
	Internationally recruited	119	191	229	214	216
	Nationally recruited	679	811	1,001	1,024	1,023
	Total	**798**	**1,002**	**1,230**	**1,238**	**1,239**
Indicators						
	Short-term Solvency expressed in days	**197**	**82**	**129**	**156**	**169**
	Current Ratio	**1.8**	**1.3**	**1.8**	**1.8**	**1.9**
	Reserves expressed in days	**157**	**45**	**94**	**119**	**134**
	Fixed Assets					
	Capital Expenditure ($m)	5.7	37.9	13.5	4.7	4.6
	Capital Expenditure/Depreciation	118%	262%	46%	58%	109%
	Indirect/Direct cost ratio	**10%**	**7%**	**11%**	**11%**	**12%**
	In-house				11%	
	Partners				11%	
	Cash Management on Restricted Operations	**0.22**	**0.19**	**0.54**	**0.42**	**0.26**

[A] The HarvestPlus grant expenditure reported under W1W2 was corrected and presented under W3 (1.570m)

Table A5.6: International Potato Center (CIP)
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	3.7	29.9	37.1	39.4	26.3
Add/ (Deduct): CGIAR Collaboration	-	(13.2)	(17.3)	(18.0)	(12.5)
Report Adjustments [A]					(0.0)
Should equal Total CRP revenue	**3.7**	**16.7**	**19.8**	**21.4**	**13.8**
1.1 Dryland Systems	-	0.4	0.4	0.4	0.1
1.2 Humidtropics	-	0.4	0.4	0.8	0.3
2 Policies, Institutions and Markets	-	0.7	0.9	0.9	0.7
3.4 Root, Tubers and Bananas [A]	-	9.1	12.1	13.1	7.9
4 Agriculture for Nutrition and Health	-	0.3	0.6	0.5	0.3
5 Water, Land and Ecosystems	-	0.4	0.4	0.5	0.2
7 Climate Change, Agriculture and Food Securit	0.9	2.0	1.6	1.6	0.4
Genebanks	2.8	3.4	3.4	3.7	3.8
CRP Windows 1 and 2	3.7	16.7	19.8	21.4	13.8
CRP Window 3 [B]	-	1.5	8.3	13.4	16.1
CRP Bilateral	-	21.2	18.6	13.5	10.5
Total CRP Revenue	**3.7**	**39.4**	**46.7**	**48.3**	**40.3**
Non-CRP W3	-	-	-	0.8	0.8
Non-CRP Bilateral	20.3	2.7	0.1	0.1	0.1
Unrestricted [B]	9.2	1.1	4.4	4.6	2.9
Total non-CRP Grant Revenue	**29.5**	**3.8**	**4.5**	**5.6**	**3.7**
Total Grant Revenue	**33.2**	**43.3**	**51.2**	**53.8**	**44.0**
Other Income	0.6	0.8	0.4	0.5	2.1
Total Revenue	**33.8**	**44.1**	**51.6**	**54.3**	**46.1**
Expenditure					
Restricted CRP Expenditure [A & B]	3.7	39.4	46.7	48.3	40.3
Restricted non-CRP Expenditure	20.3	2.7	0.1	1.0	0.9
Unrestricted [B]	9.7	1.7	2.0	3.2	7.2
Total Expenditure	**33.7**	**43.9**	**48.7**	**52.5**	**48.4**
Results of Operations	**0.1**	**0.2**	**2.8**	**1.8**	**(2.3)**
Staffing					
Internationally recruited	71	79	91	99	100
Nationally recruited	518	620	651	640	587
Total	**589**	**699**	**742**	**739**	**687**
Indicators					
Short-term Solvency expressed in days	**113**	**90**	**99**	**111**	**106.4**
Current Ratio	**1.5**	**1.3**	**1.6**	**1.7**	**1.5**
Reserves expressed in days	**92**	**72**	**79**	**92**	**91**
Fixed Assets					
Capital Expenditure ($m)	1.6	3.1	1.4	1.1	1.3
Capital Expenditure/Depreciation	104%	131%	124%	58%	59%
Indirect/Direct cost ratio	**21%**	**17%**	**17%**	**15%**	**0.2**
In-house			20%	17%	18%
Partners			5%	5%	0%
Cash Management on Restricted Operations	**0.26**	**0.70**	**0.67**	**0.48**	**0.56**

[A] The Special initiative- GRAP expenditure reported was deducted from W1W2 (0.040m)

[B] Unrestricted grant from DFID that contributes to CRP4- Nutrition and Health was presented under CRP W3 (1.037m)

Table A5.7: International Center for Agricultural Research in the Dry Areas (ICARDA)
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	2.5	16.0	23.7	29.8	17.2
Add/ (Deduct): CGIAR Collaboration	-	(5.1)	(6.9)	(9.0)	(3.2)
Report Adjustments [A]	-	-	-	-	(0.0)
Should equal Total CRP revenue	**2.5**	**10.9**	**16.8**	**20.8**	**14.0**
1.1 Dryland Systems [A]	-	4.0	4.9	8.8	3.6
2 Policies, Institutions and Markets	-	0.0	0.4	0.4	0.3
3.1 WHEAT	-	1.7	2.4	2.9	3.3
3.5 Grain Legumes	-	1.2	3.3	2.5	2.0
3.6 Drylands Cereals	-	0.9	2.3	2.1	1.5
3.7 Livestock and Fish	-	0.4	0.5	0.7	0.5
5 Water, Land and Ecosystems	-	0.8	0.8	1.3	0.6
7 Climate Change, Agriculture and Food Security	1.5	1.4	1.0	0.9	0.0
Genebanks	1.0	0.5	1.1	1.4	2.1
CRP Windows 1 and 2	2.5	10.9	16.8	20.8	14.0
CRP Window 3	-	4.4	7.9	10.3	8.6
CRP Bilateral [B]	-	17.3	16.8	17.3	13.5
Total CRP Revenue	**2.5**	**32.7**	**41.5**	**48.5**	**36.1**
Non-CRP W3	-	0.1	0.3	0.1	1.9
Non-CRP Bilateral	23.9	2.0	11.9	9.4	10.4
Unrestricted	9.5	3.7	0.5	1.1	0.4
Total non-CRP Grant Revenue	**33.4**	**5.8**	**12.7**	**10.6**	**12.6**
Total Grant Revenue	**35.9**	**38.4**	**54.2**	**59.1**	**48.7**
Other Income	1.5	1.5	1.9	0.6	0.8
Total Revenue	**37.4**	**39.9**	**56.1**	**59.7**	**49.5**
Expenditure					
Restricted CRP Expenditure [A & B]	2.5	32.7	41.5	48.5	36.1
Restricted non-CRP Expenditure	23.9	2.1	12.2	9.5	12.2
Unrestricted	10.6	4.2	1.2	3.6	1.6
Extraordinary Expenditure	-	6.7	-	-	-
Total Expenditure	**37.0**	**45.6**	**54.9**	**61.5**	**50.0**
Results of Operations	**0.4**	**(5.7)**	**1.3**	**(1.8)**	**(0.4)**
Staffing					
Internationally recruited	93	89	105	112	100
Nationally recruited	525	324	277	246	210
Total	**618**	**413**	**382**	**358**	**310**
Indicators					
Short-term Solvency expressed in days	**144**	**104**	**59**	**41**	**50**
Current Ratio	**1.7**	**1.4**	**1.2**	**1.2**	**1.2**
Reserves expressed in days	**108**	**78**	**59**	**41**	**50**
Fixed Assets					
Capital Expenditure ($m)	2.7	1.7	2.9	6.0	5.2
Capital Expenditure/Depreciation	160%	91%	120%	107%	68%
Indirect/Direct cost ratio	**17%**	**15%**	**13%**	**12%**	**12%**
In-house			14%	13%	12%
Partners			8%	8%	9%
Cash Management on Restricted Operations	**0.57**	**0.86**	**0.75**	**1.24**	**1.54**

[A] The collaboration costs with ICRISAT presented by natural expenses classification was deducted from W1W2 (0.021m)

[B] The Special initiative- SIAC expenditure reported was deducted from Bilateral (0.028m)

Table A5.8: International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	2.1	21.6	40.8	40.3	17.3
	Add/ (Deduct): CGIAR Collaboration	-	(5.6)	(15.8)	(11.4)	(4.2)
	Should equal Total CRP revenue	**2.1**	**15.9**	**25.0**	**28.9**	**13.1**
1.1	Dryland Systems	-	1.8	3.2	4.7	0.9
2	Policies, Institutions and Markets	-	1.6	1.6	1.4	0.8
3.5	Grain Legumes	-	3.0	7.0	7.7	2.4
3.6	Drylands Cereals	-	2.4	5.6	6.5	2.9
4	Agriculture for Nutrition and Health	-	0.9	2.3	1.6	0.9
5	Water, Land and Ecosystems	-	1.0	0.9	1.1	0.7
7	Climate Change, Agriculture and Food Security	2.1	3.5	2.6	3.7	2.4
	Genebanks	2.1	1.7	1.9	2.1	2.1
CRP Windows 1 and 2		4.2	15.9	25.0	28.9	13.1
CRP Window 3 [A]		1.8	2.9	8.2	15.6	20.0
CRP Bilateral		-	20.4	25.8	23.6	19.2
Total CRP Revenue		**6.0**	**39.3**	**59.0**	**68.0**	**52.3**
	Non-CRP Bilateral	46.1	10.8	1.4	0.9	2.3
	Unrestricted	10.4	4.9	0.7	0.7	0.4
Total non-CRP Grant Revenue		**56.5**	**15.7**	**2.1**	**1.6**	**2.7**
Total Grant Revenue		**62.5**	**55.0**	**61.1**	**69.7**	**55.0**
	Other Income	4.5	4.8	3.0	2.1	2.9
Total Revenue		**67.0**	**59.8**	**64.0**	**71.8**	**58.0**
Expenditure						
	Restricted CRP Expenditure [A]	6.0	39.3	59.0	68.0	52.3
	Restricted non-CRP Expenditure	46.1	10.8	1.4	0.9	2.3
	Unrestricted	13.2	6.0	1.4	0.6	5.5
Total Expenditure		**65.3**	**56.1**	**61.8**	**69.6**	**60.1**
Results of Operations		**1.7**	**3.8**	**2.3**	**2.1**	**(2.1)**
Staffing						
	Internationally recruited	73	76	99	98	97
	Nationally recruited	1,146	1,162	1,260	1,395	1,256
	Total	**1,219**	**1,238**	**1,359**	**1,493**	**1,353**
Indicators						
	Short-term Solvency expressed in days	**190**	**244**	**219**	**177**	**192**
	Current Ratio	**0.6**	**0.7**	**0.7**	**0.7**	**0.7**
	Reserves expressed in days	**118**	**158**	**147**	**138**	**150**
	Fixed Assets					
	Capital Expenditure ($m)	2.8	3.3	3.6	3.1	1.3
	Capital Expenditure/Depreciation	127%	99%	159%	181%	66%
	Indirect/Direct cost ratio	**18%**	**15%**	**17%**	**16%**	**19%**
	In-house				16%	19%
	Partners				16%	19%
	Cash Management on Restricted Operations	**0.16**	**0.59**	**0.28**	**0.27**	**0.22**

[A] The Special initiative- SIAC expenditure reported was deducted from W3 (0.112m)

Table A5.9: International Food Policy Research Institute (IFPRI) ($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	2.1	27.1	54.2	55.6	38.0
Add/ (Deduct): CGIAR Collaboration	-	(13.2)	(25.0)	(28.0)	(17.0)
Report Adjustments [A]	-	-	-	-	(1.0)
Should equal Total CRP revenue	**2.1**	**13.9**	**29.2**	**27.6**	**20.0**
2 Policies, Institutions and Markets [A]	-	8.8	17.9	16.1	10.7
4 Agriculture for Nutrition and Health [A]	-	2.6	8.7	7.7	5.6
5 Water, Land and Ecosystems		0.5	0.8	1.9	1.7
7 Climate Change, Agriculture and Food Securit	0.5	2.3	2.0	2.0	2.0
CRP Windows 1 and 2	0.5	14.2	29.3	27.6	20.0
CRP Window 3 [A]	2.1	10.5	16.0	34.2	44.5
CRP Bilateral	-	55.9	60.2	54.8	52.4
Total CRP Revenue	**2.6**	**80.6**	**105.5**	**116.7**	**116.9**
Non-CRP W3	-	-	-	0.5	0.5
Non-CRP Bilateral	62.3	1.2	1.4	1.4	2.0
Unrestricted	16.6	1.9	1.7	1.7	0.9
Total non-CRP Grant Revenue	**78.9**	**3.1**	**3.1**	**3.6**	**3.4**
Total Grant Revenue	**81.5**	**83.7**	**108.6**	**120.2**	**120.3**
Other Income	0.3	0.4	0.3	0.2	1.0
Total Revenue	**81.8**	**84.1**	**109.0**	**120.5**	**121.3**
Expenditure					
Restricted CRP Expenditure [A]	2.6	80.6	106.2	116.5	116.9
Restricted non-CRP Expenditure	62.3	1.2	1.4	2.0	2.5
Unrestricted	14.6	2.5	0.7	0.7	1.9
Total Expenditure	**79.5**	**84.3**	**108.3**	**119.2**	**121.3**
Results of Operations	**2.3**	**(0.2)**	**0.6**	**1.3**	**0.0**
Staffing					
Internationally recruited	146	149	165	177	413
Nationally recruited	316	328	369	399	151
Total	**462**	**477**	**534**	**576**	**564**
Indicators					
Short-term Solvency expressed in days	**125**	**118**	**98**	**80**	**99**
Current Ratio	**1.4**	**1.0**	**1.0**	**0.5**	**0.6**
Reserves expressed in days	**103**	**91**	**77**	**74**	**81**
Fixed Assets					
Capital Expenditure ($m)	1.6	2.0	1.0	1.5	0.4
Capital Expenditure/Depreciation	175%	163%	66%	90%	22%
Indirect/Direct cost ratio	**15%**	**16%**	**16%**	**16%**	**16%**
In-house			16%	16%	16%
Partners			1%	16%	16%
Cash Management on Restricted Operations	**0.66**	**0.37**	**0.36**	**0.23**	**0.33**

[A] Report adjustments: a. USAID grant expenditure reported under W1W2 was corrected and presented under W3 (0.143m); b. Special initiative- GRAP expenditure reported was deducted from W1W2 (CRP2: 0.079m and CRP4: 0.106m); c. The partner expenditure reported by both CIAT and IFPRI was deducted from IFPRI's W1W2 (0.645m)

Table A5.10: International Institute of Tropical Agriculture (IITA)
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	1.5	18.7	31.3	33.6	20.7
	Add/ (Deduct): CGIAR Collaboration	-	(2.9)	(4.8)	(6.4)	(3.6)
	Should equal Total CRP revenue	**1.5**	**15.8**	**26.5**	**27.2**	**17.1**
1.2	Humidtropics	-	4.3	7.0	8.7	6.2
2	Policies, Institutions and Markets	-	0.5	0.7	0.6	0.3
3.2	MAIZE	0.7	1.7	1.5	2.3	1.6
3.4	Root, Tubers and Bananas	-	4.5	6.5	6.6	4.6
3.5	Grain Legumes	-	1.8	6.5	3.6	0.8
4	Agriculture for Nutrition and Health	-	1.0	2.4	3.0	1.3
5	Water, Land and Ecosystems	-	0.2	0.3	0.2	0.1
7	Climate Change, Agriculture and Food Securit	0.8	1.0	0.7	1.3	1.2
	Genebanks	-	0.8	1.0	1.0	1.0
CRP Windows 1 and 2		1.5	15.8	26.5	27.2	17.1
CRP Window 3		-	7.6	14.3	26.2	32.7
CRP Bilateral		3.1	24.1	30.6	37.2	37.5
Total CRP Revenue		**1.5**	**47.5**	**71.5**	**90.7**	**87.3**
	Non-CRP W3	31.5	9.9	-	-	-
	Non-CRP Bilateral	-	-	-	3.5	4.5
	Unrestricted	13.8	4.7	1.5	3.0	0.8
Total non-CRP Grant Revenue		**45.3**	**14.7**	**1.5**	**6.4**	**5.3**
Total Grant Revenue		**46.8**	**62.2**	**72.9**	**97.2**	**92.6**
	Other Income	0.6	1.0	0.8	0.8	0.8
Total Revenue		**47.4**	**63.1**	**73.7**	**97.9**	**93.4**
Expenditure						
	Restricted CRP Expenditure	1.5	47.5	71.5	90.7	87.3
	Restricted non-CRP Expenditure	31.5	9.9	-	3.5	4.5
	Unrestricted	13.7	3.2	0.2	2.4	0.7
	Extraordinary Expenditure	-	14.8	-	-	-
Total Expenditure		**46.7**	**75.4**	**71.7**	**96.6**	**92.5**
Results of Operations		**0.7**	**(12.3)**	**2.0**	**1.3**	**0.9**
Staffing						
	Internationally recruited	102	116	144	192	220
	Nationally recruited	881	958	1,071	1,328	1,471
	Total	**983**	**1,074**	**1,215**	**1,520**	**1,691**
Indicators						
	Short-term Solvency expressed in days	**159**	**31**	**44**	**38**	**40**
	Current Ratio	**1.6**	**1.2**	**1.3**	**1.2**	**1.2**
	Reserves expressed in days	**159**	**44**	**44**	**38**	**40**
	Fixed Assets					
	Capital Expenditure ($m)	1.5	3.5	0.5	0.8	1.6
	Capital Expenditure/Depreciation	96%	247%	12%	17%	43%
	Indirect/Direct cost ratio	**16%**	**15%**	**15%**	**15%**	**13%**
	In-house			16%	19%	15%
	Partners			4%	4%	4%
	Cash Management on Restricted Operations	**0.09**	**0.11**	**0.96**	**0.42**	**0.41**

Table A5.11: International Livestock Research Institute (ILRI)
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	4.2	19.3	28.6	32.0	25.9
	Add/ (Deduct): CGIAR Collaboration	-	(2.7)	(3.0)	(4.1)	(3.5)
	Report Adjustments [A]	-	-	-	-	(0.1)
	Should equal Total CRP revenue	**4.2**	**16.6**	**25.5**	**27.8**	22.3
1.1	Dryland Systems	-	1.0	0.9	1.6	0.8
1.2	Humidtropics	-	1.4	2.0	2.3	1.0
2	Policies, Institutions and Markets	-	1.1	1.7	1.3	0.6
3.2	MAIZE [1]					0.0
3.7	Livestock and Fish	-	5.0	8.4	11.2	10.9
4	Agriculture for Nutrition and Health	-	1.8	3.3	4.3	3.5
5	Water, Land and Ecosystems [A]	-	0.2	0.2	0.2	0.3
7	Climate Change, Agriculture and Food Security [A]	4.2	5.5	8.2	6.1	4.0
	Genebanks	-	0.6	0.9	0.8	1.2
CRP Windows 1 and 2		4.2	16.6	25.6	27.8	22.3
CRP Window 3 [A]		1.8	0.8	6.5	9.4	8.6
CRP Bilateral [A]		-	12.6	14.4	13.7	13.3
Total CRP Revenue		**6.0**	**30.0**	**46.4**	**50.9**	**44.2**
	Non-CRP W3	19.1	18.0	2.0	1.8	2.8
	Non-CRP Bilateral	-	-	18.6	18.2	13.0
	Unrestricted	14.4	2.6	0.9	0.8	0.5
Total non-CRP Grant Revenue		**33.5**	**20.6**	**21.5**	**20.8**	**16.2**
Total Grant Revenue		**39.5**	**50.6**	**67.9**	**71.7**	**60.4**
	Other Income	4.1	5.2	5.4	8.3	9.7
Total Revenue		**43.6**	**55.8**	**73.3**	**79.9**	**70.1**
Expenditure						
	Restricted CRP Expenditure	6.0	30.0	46.4	51.2	44.2
	Restricted non-CRP Expenditure	19.1	18.0	20.6	19.9	15.8
	Unrestricted	17.6	5.9	3.7	7.9	8.0
Total Expenditure		**42.7**	**53.5**	**70.7**	**79.0**	**68.0**
Results of Operations		**0.9**	**2.2**	**2.5**	**0.9**	**2.1**
Staffing						
	Internationally recruited	103	108	144	159	146
	Nationally recruited	482	485	545	641	615
	Total	**585**	**593**	**689**	**800**	**761**
Indicators						
	Short-term Solvency expressed in days	**212**	**189**	**148**	**141**	**173**
	Current Ratio	**1.5**	**1.4**	**1.4**	**1.5**	**1.5**
	Reserves expressed in days	**144**	**164**	**128**	**119**	**144**
	Fixed Assets					
	Capital Expenditure ($m)	2.4	0.8	4.6	6.9	2.5
	Capital Expenditure/Depreciation	152%	68%	318%	304%	113%
	Indirect/Direct cost ratio	**23%**	**20%**	**13%**	**14%**	**17%**
	In-house			14%	15%	19%
	Partners			3%	7%	
	Cash Management on Restricted Operations	**0.27**	**0.15**	**0.17**	**0.23**	**0.33**

[A] Report adjustments: a. CIMMYT's collaboration reported under CRP3.7 Bilateral was corrected and presented under CRP3.2 W1W2 (0.036m); b. IWMI's collaboration reported under Bilateral was corrected and presented under W1W2 (0.197m) and W3 (0.394m); c. EC-IFAD grant expenditure reported under W1W2 was corrected and presented under W3 (0.299m)

Table A5.12: International Rice Research Institute (IRRI)
($ million)

		2011	2012	2013	2014	2015
Revenues						
CRP Windows 1 and 2						
	Lead Centre CRP Income	35.7	37.7	39.2	38.9	28.3
	Add/ (Deduct): CGIAR Collaboration	(12.3)	(12.7)	(12.5)	(12.3)	(8.2)
	Should equal Total CRP revenue	**23.3**	**25.0**	**26.8**	**26.6**	**20.1**
2	Policies, Institutions and Markets	-	-	-	-	0.0
3.3	Rice (GRiSP)	22.0	22.7	22.2	22.3	15.4
4	Agriculture for Nutrition and Health	-	-	1.2	0.7	1.1
5	Water, Land and Ecosystems	-	-	0.6	-	0.2
7	Climate Change, Agriculture and Food Securit	0.2	1.1	1.6	2.4	2.0
	Genebanks	1.0	1.2	1.2	1.2	1.3
CRP Windows 1 and 2		23.2	25.0	26.8	26.6	20.1
CRP Window 3		48.4	11.9	7.5	19.1	19.6
CRP Bilateral		-	40.4	35.4	27.3	25.8
Total CRP Revenue		**71.6**	**77.3**	**69.7**	**73.0**	**65.4**
Non-CRP W3		1.2	5.4	-	1.0	0.1
Non-CRP Bilateral		-	-	5.1	4.2	12.3
Unrestricted		2.9	1.8	2.1	1.2	1.2
Total non-CRP Grant Revenue		**4.1**	**7.3**	**7.2**	**6.3**	**13.5**
Total Grant Revenue		**75.7**	**84.5**	**76.9**	**79.3**	**78.9**
Other Income		1.8	2.0	0.7	1.3	1.1
Total Revenue		**77.5**	**86.5**	**77.6**	**80.6**	**80.0**
Expenditure						
Restricted CRP Expenditure		71.6	77.3	69.7	73.0	65.4
Restricted non-CRP Expenditure		1.2	5.4	5.1	5.2	12.3
Unrestricted		1.2	1.6	3.0	3.5	3.5
Total Expenditure		**74.0**	**84.3**	**77.8**	**81.7**	**81.2**
Results of Operations		**3.5**	**2.2**	**(0.2)**	**(1.1)**	**(1.2)**
Staffing						
Internationally recruited		133	129	151	160	138
Nationally recruited		1,080	1,127	1,223	1,266	1,046
Total		**1,213**	**1,256**	**1,374**	**1,426**	**1,184**
Indicators						
Short-term Solvency expressed in days		**161**	**142**	**159**	**138**	**126**
Current Ratio		**1.0**	**1.1**	**1.2**	**1.4**	**1.5**
Reserves expressed in days		**161**	**142**	**138**	**119**	**117**
Fixed Assets						
Capital Expenditure ($m)		5.2	6.6	5.8	6.8	4.0
Capital Expenditure/Depreciation		97%	112%	163%	143%	87%
Indirect/Direct cost ratio		**11%**	**12%**	**14%**	**13%**	**13%**
In-house				16%	14%	14%
Partners				4%	4%	4%
Cash Management on Restricted Operations		**0.25**	**0.28**	**0.71**	**0.28**	**0.51**

Table A5.13: International Water Management Institute (IWMI)
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	2.3	26.9	28.0	29.9	25.1
Add/ (Deduct): CGIAR Collaboration	-	(7.7)	(9.7)	(10.8)	(8.7)
Should equal Total CRP revenue	**2.3**	**19.2**	**18.3**	**19.0**	**16.4**
1.1 Dryland Systems		0.4	0.8	0.9	0.4
1.2 Humidtropics		0.3	0.4	0.5	0.2
1.3 Aquatic Agricultural Systems	0.1	0.2	0.2	0.6	0.4
2 Policies, Institutions and Markets			0.1	0.2	0.1
5 Water, Land and Ecosystems		14.7	14.2	14.7	13.8
7 Climate Change, Agriculture and Food Securit	2.2	3.6	2.5	2.2	1.5
CRP Windows 1 and 2	2.3	19.2	18.3	19.0	16.4
CRP Window 3	1.1	4.3	1.8	1.1	2.5
CRP Bilateral	-	13.7	12.5	11.7	8.1
Total CRP Revenue	**3.4**	**37.2**	**32.6**	**31.8**	**27.0**
Non-CRP W3	21.2	1.7	3.1	2.5	0.9
Non-CRP Bilateral	-	-	0.6	0.7	0.9
Unrestricted	9.5	0.4	0.0	-	-
Total non-CRP Grant Revenue	**30.7**	**2.2**	**3.8**	**3.2**	**1.8**
Total Grant Revenue	**34.1**	**39.3**	**36.4**	**35.0**	**28.8**
Other Income	1.0	1.4	1.1	0.9	0.9
Total Revenue	**35.1**	**40.7**	**37.5**	**35.9**	**29.7**
Expenditure					
Restricted CRP Expenditure	3.4	37.2	32.6	31.8	27.0
Restricted non-CRP Expenditure	21.2	1.7	3.8	3.2	1.8
Unrestricted	7.8	0.7	1.1	0.1	5.4
Total Expenditure	**32.4**	**39.6**	**37.5**	**35.1**	**34.1**
Results of Operations	**2.7**	**1.1**	**0.0**	**0.9**	**(4.5)**
Staffing					
Internationally recruited	106	113	121	130	126
Nationally recruited	196	202	210	212	203
Total	**302**	**315**	**331**	**342**	**329**
Indicators					
Short-term Solvency expressed in days	**218**	**187**	**203**	**228**	**178**
Current Ratio	**2.2**	**1.8**	**2.3**	**1.7**	**1.7**
Reserves expressed in days	**187**	**161**	**170**	**187**	**139**
Fixed Assets					
Capital Expenditure ($m)	1.0	0.9	0.9	1.0	2.0
Capital Expenditure/Depreciation	143%	121%	120%	85%	215%
Indirect/Direct cost ratio	**17%**	**14%**	**13%**	**16%**	**16%**
In-house			19%	18%	22%
Partners				0%	
Cash Management on Restricted Operations	**0.14**	**0.18**	**1.07**	**0.19**	**0.26**

Table A5.14: World Agroforestry Center (ICRAF)
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	9.4	19.8	18.0	19.5	13.1
Add/ (Deduct): CGIAR Collaboration	-	(0.4)	(0.2)	(0.2)	-
Report Adjustments [A]					0.0
Should equal Total CRP revenue	**9.4**	**19.4**	**17.9**	**19.3**	**13.1**
1.1 Dryland Systems	-	0.7	0.4	0.6	0.7
1.2 Humidtropics	-	0.2	0.6	0.9	0.9
2 Policies, Institutions and Markets	-	0.6	1.0	1.2	0.7
4 Agriculture for Nutrition and Health	-	0.3	0.3	0.5	0.2
5 Water, Land and Ecosystems [1]	-	1.4	1.4	1.5	0.8
6 Forests, Trees and Agroforestry	4.6	10.9	9.4	9.6	5.9
7 Climate Change, Agriculture and Food Securit	4.8	5.3	3.9	3.9	2.8
Genebanks	-	-	0.9	1.0	1.0
CRP Windows 1 and 2	9.4	19.4	17.9	19.3	13.1
CRP Window 3	9.1	-	0.2	6.1	17.2
CRP Bilateral [A]	-	26.0	31.5	28.5	25.1
Total CRP Revenue	**18.5**	**45.4**	**49.5**	**53.9**	**55.4**
Non-CRP W3	17.7	4.1	-	1.0	1.1
Non-CRP Bilateral	-	-	4.6	5.5	4.6
Unrestricted	5.7	1.5	1.5	1.3	0.9
Total non-CRP Grant Revenue	**23.4**	**5.6**	**6.0**	**7.9**	**6.6**
Total Grant Revenue	**41.9**	**50.9**	**55.6**	**61.8**	**62.0**
Other Income	1.2	1.7	1.4	1.2	2.4
Total Revenue	**43.1**	**52.6**	**57.0**	**63.0**	**64.4**
Expenditure					
Restricted CRP Expenditure	18.5	45.4	49.5	53.9	55.4
Restricted non-CRP Expenditure	17.7	4.1	4.6	6.6	5.7
Unrestricted	5.7	3.4	2.8	1.5	4.8
Total Expenditure	**41.9**	**52.9**	**56.9**	**62.0**	**65.9**
Results of Operations	**1.2**	**(0.2)**	**0.1**	**1.0**	**(1.5)**
Staffing					
Internationally recruited	77	60	78	79	148
Nationally recruited	317	393	465	541	474
Total	**394**	**453**	**543**	**620**	**622**
Indicators					
Short-term Solvency expressed in days	**242**	**195**	**184**	**164**	**152**
Current Ratio	**2.2**	**1.4**	**1.3**	**1.4**	**1.4**
Reserves expressed in days	**194**	**155**	**139**	**119**	**105**
Fixed Assets					
Capital Expenditure ($m)	1.8	2.9	2.3	3.8	1.2
Capital Expenditure/Depreciation	107%	112%	93%	204%	109%
Indirect/Direct cost ratio	**15%**	**15%**	**14%**	**14%**	**15%**
In-house				14%	15%
Partners				14%	15%
Cash Management on Restricted Operations	**0.61**	**0.59**	**0.59**	**0.48**	**0.30**

[1] Bioversity's collaboration reported under Bilateral was corrected and presented under W1W2 (0.018m)

Table A5.15: WorldFish
($ million)

	2011	2012	2013	2014	2015
Revenues					
CRP Windows 1 and 2					
Lead Centre CRP Income	2.6	9.5	15.7	18.5	10.5
Add/ (Deduct): CGIAR Collaboration	(0.1)	(0.4)	(0.8)	(1.1)	(0.8)
Report Adjustments [A]					0.0
Should equal Total CRP revenue	**2.5**	**9.1**	**14.9**	**17.4**	**9.8**
1.3 Aquatic Agricultural Systems [A]	2.5	7.1	12.1	14.1	6.9
2 Policies, Institutions and Markets	-	0.1	0.3	0.3	0.2
3.7 Livestock and Fish	-	1.1	1.2	1.6	1.5
4 Agriculture for Nutrition and Health	-	0.0	0.1	0.2	0.1
5 Water, Land and Ecosystems	-	0.2	0.6	0.4	0.3
7 Climate Change, Agriculture and Food Security	0.4	0.5	0.7	0.9	0.7
CRP Windows 1 and 2	2.9	9.1	14.9	17.4	9.8
CRP Window 3 [B]	5.1	1.0	7.0	8.3	9.9
CRP Bilateral	-	15.9	11.8	12.8	11.4
Total CRP Revenue	**8.0**	**25.9**	**33.8**	**38.5**	**31.1**
Non-CRP W3	4.3	0.2	-	0.3	0.0
Non-CRP Bilateral	-	-	0.3	0.1	0.5
Unrestricted	4.9	0.5	0.7	0.6	0.0
Total non-CRP Grant Revenue	**9.2**	**0.7**	**1.0**	**1.0**	**0.5**
Total Grant Revenue	**17.2**	**26.6**	**34.7**	**39.5**	**31.6**
Other Income	0.6	0.7	0.4	0.4	1.5
Total Revenue	**17.8**	**27.3**	**35.1**	**40.0**	**33.1**
Expenditure					
Restricted CRP Expenditure [B]	8.0	25.9	33.8	38.5	31.1
Restricted non-CRP Expenditure	4.3	0.2	0.3	0.4	0.5
Unrestricted	5.1	0.8	0.2	0.3	2.1
Total Expenditure	**17.4**	**26.8**	**34.2**	**39.2**	**33.7**
Results of Operations	**0.4**	**0.5**	**0.9**	**0.8**	**(0.5)**
Staffing					
Internationally recruited	42	53	61	67	68
Nationally recruited	201	290	338	366	381
Total	**243**	**343**	**399**	**433**	**449**
Indicators					
Short-term Solvency expressed in days	**200**	**136**	**117**	**109**	**121**
Current Ratio	**2.1**	**1.7**	**1.7**	**1.6**	**1.8**
Reserves expressed in days	**172**	**136**	**117**	**109**	**120**
Fixed Assets					
Capital Expenditure ($m)	**0.0**	**0.0**	**0.2**	**0.5**	**0.3**
Capital Expenditure/Depreciation	32%	41%	140%	111%	111%
Indirect/Direct cost ratio	**18%**	**16%**	**16%**	**16%**	**17%**
In-house					
Partners					
Cash Management on Restricted Operations	**1.02**	**0.37**	**1.25**	**0.49**	**0.35**

[A] The expenditure related to the funds managed on behalf of Bioversity reported as CGIAR collaboration was included in W1W2 (0.032m)

[B] The Special initiative- SIAC and GRAP expenditure reported was deducted from Bilateral (CRP3.7: 0.023m and CRP1.3: 0.042m)

A6 Key Financial Data by CRP

Key financial data by CRP is based on the L-Series Report provided by the Centers. Due to the collaboration costs between Centers and reporting discrepancies among Centers, some adjustments have been made to match the audited Financial Statements of the Centers.

Table A6.1: CRP 1.1 - CGIAR Research Program on Dryland Systems
($ million)

Lead Center: ICARDA
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget [A]	7.4	20.6	18.3	1.4	47.6	146.1	193.7
Approved Financing							180.6
Major donors							
CGIAR Fund	6.9	-	-	-	6.9	38.9	45.8
Australia	-	1.5	0.1	-	1.5	12.1	13.6
IFAD	-	2.2	0.2	-	2.4	9.0	11.4
USA	-	3.3	1.2	-	4.5	2.6	7.1
Netherlands	-	11.3	0.2	-	11.5	2.0	13.6
India	-	0.4	1.1	-	1.5	4.0	5.5
European Commission	-	1.2	0.2	-	1.4	-	1.4
United Kingdom	-	-	1.9	-	1.9	1.7	3.7
Finland	-	-	1.1	-	1.1	-	1.1
African Development Bank	-	-	2.1	-	2.1	-	2.1
Others < $1 m	-	2.4	6.5	1.3	10.2	40.0	50.2
Report adjustments on FS CRPs Exhibit [B]	0.1	(0.5)	(0.2)	-	(0.6)	-	(0.6)
Total	**7.0**	**21.7**	**14.4**	**1.3**	**44.4**	**110.3**	**154.7**
Participants							
ICARDA [C]	3.6	5.1	5.9	-	14.6	55.7	70.3
Bioversity	0.2	0.2	-	0.4	0.8	3.1	3.9
CIAT	0.1	-	0.3	-	0.5	2.0	2.5
CIP	0.1	0.0	-	-	0.2	1.4	1.6
ICRISAT	0.9	1.7	3.1	0.8	6.5	22.1	28.6
ILRI	0.8	1.4	3.6	0.1	5.8	15.0	20.8
IWMI	0.4	-	0.0	-	0.4	2.9	3.3
World Agroforestry	0.7	13.3	1.5	-	15.5	8.1	23.6
Special initiative- Gender Research Action Plan	0.1	-	-	-	0.1	-	0.1
Total	**7.0**	**21.7**	**14.4**	**1.3**	**44.4**	**110.3**	**154.7**

Flagship Projects	**Total**	**Gender**
North Africa and West Asia	5.0	0.1
Central Asia	1.8	0.0
Western Africa	17.4	0.0
Eastern and Southern Africa	13.6	0.0
South Asia	2.7	0.1
CRP Management/Coordination	3.7	-
Report adjustments on FS CRPs Exhibit [B]	0.3	-
Total	**44.4**	**0.2**

Window 1-2 Cash flow		
Opening Balance		(1.0)
Cash Receipts from CGIAR Fund		11.8
Disbursements:		
Bioversity	(0.3)	
CIAT	(0.3)	
CIP	(0.3)	
ICARDA	(3.7)	
ICRISAT	(1.4)	
ILRI	(2.6)	
IWMI	(0.3)	
World Agroforestry	(0.7)	(9.6)
Closing Balance held by Lead Center		**1.2**

[A] Annual approved budget includes carry forward
[B] Report adjustments to reconcile L Series report with the audited Financial Statements
[C] The collaboration costs with ICRISAT presented by natural expenses classification was deducted from W1W2 (0.021m)

Table A6.2: CRP 1.2 - CGIAR Research Program on Integrated Systems for the Humid Tropics (Humidtropics) ($ million)

Lead Center: IITA
Start Date: July 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	10.9	20.7	8.7	-	40.3	114.6	155.0
Approved Financing							180.8
Major donors							
CGIAR Fund	9.7	-	-	-	9.7	33.7	43.4
USA	-	7.4	0.3	-	7.7	16.0	23.7
Belgium	-	1.4	-	-	1.4	1.8	3.2
Wageningen University	-	-	2.9	-	2.9	1.8	4.6
European Commission	-	-	-	-	-	3.3	3.3
Netherlands	-	-	-	-	-	1.3	1.3
Others < $1 m	-	2.5	3.1	0.4	6.0	22.6	28.6
Total	**9.7**	**11.3**	**6.3**	**0.4**	**27.7**	**80.3**	**108.0**
Participants							
IITA	6.2	8.8	4.4	-	19.5	50.7	70.2
Bioversity	0.3	0.7	0.0	0.2	1.2	3.0	4.2
CIAT	0.8	-	0.3	0.1	1.2	7.8	9.0
CIP	0.3	-	-	-	0.3	3.2	3.5
ILRI	1.0	1.8	1.2	0.1	3.9	11.6	15.6
IWMI	0.2	-	0.3	-	0.5	1.5	2.0
World Agroforestry	0.9	-	0.1	-	1.1	2.5	3.5
Total	**9.7**	**11.3**	**6.3**	**0.4**	**27.7**	**80.3**	**108.0**

Flagship Projects	**Total**	**Gender**
Cross-cutting	2.2	1.1
East and Central Africa	21.3	4.3
West Africa	7.3	1.5
Central Mekong	1.2	0.2
Central America and Caribbean	1.0	0.3
CGIAR collaboration	(5.9)	-
Report adjustments on FS CRPs Exhibit [A]	0.5	-
Total	**27.7**	**7.4**

Window 1-2 Cash flow		
Opening Balance		4.4
Cash Receipts from CGIAR Fund		8.9
Disbursements:		
Bioversity	(0.4)	
CIAT	(1.4)	
CIP	(0.5)	
IITA	(7.5)	
ILRI	(1.8)	
IWMI	(0.3)	
World Agroforestry	(1.1)	(13.1)
Closing Balance held by Lead Center		**0.2**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements

Table A6.3: CRP 1.3 - CGIAR Research Program on Aquatic Agricultural Systems (AAS)
($ million)

Lead Center: WorldFish
Start Date: July 2011

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget [A]	7.7	9.9	14.8	2.2	34.7	86.5	121.2
Approved Financing							154.1
Major donors							
CGIAR Fund	7.7	-	-	-	7.7	38.2	45.9
USA	-	6.3	0.6	-	6.9	15.8	22.7
Australia	-	1.7	0.5	-	2.2	6.0	8.1
European Commission	-	-	2.1	-	2.1	3.1	5.2
Canada	-	-	-	-	-	3.4	3.4
IDRC	-	0.0	1.7	-	1.7	-	1.7
Others < $1 m	-	0.1	5.0	0.3	5.3	17.6	23.0
Report adjustments on FS CRPs Exhibit [B]	0.1	-	(0.3)	-	(0.2)	-	(0.2)
Total	**7.8**	**8.2**	**9.5**	**0.3**	**25.7**	**84.0**	**109.8**
Participants							
World Fish [C]	6.9	8.2	9.5	-	24.7	80.7	105.4
Bioversity	0.4	-	-	0.3	0.6	1.5	2.1
IWMI	0.4	-	-	-	0.4	1.8	2.2
Special initiative- Gender Research Action Plan	0.1				0.1	-	0.1
Total	**7.8**	**8.2**	**9.5**	**0.3**	**25.7**	**84.0**	**109.8**

Flagship Projects	**Total**	**Gender only**
Program level research and synthesis	6.9	1.1
Asia's Mega Deltas	11.5	1.4
Island systems of South-East Asia and the Pacific	3.9	0.5
Africa Inland Waters	5.8	0.8
WorldFish's own funds	(2.1)	-
Report adjustments on FS CRPs Exhibit [B]	(0.2)	-
Total	**25.7**	**3.8**
	-	

Window 1-2 Cash flow		
Opening Balance		(0.3)
Cash Receipts from CGIAR Fund		7.7
Disbursements:		
Bioversity	(0.4)	
IWMI	(0.4)	
WorldFish	(6.9)	(7.7)
Closing Balance held by Lead Center		**(0.4)**

[A] Annual approved budget includes carry forward
[B] Report adjustments to reconcile L Series report with the audited Financial Statements
[C] The expenditure related to the funds managed on behalf of Bioversity reported as CGIAR collaboration was included in W1W2 (0.032m), and the Special initiative-GRAP expenditure reported was deducted from Bilateral (0.042m)

Table A6.4: CRP 2 - CGIAR Research Program on Policies, Institutions and Markets (PIM) ($ million)

Lead Center: IFPRI
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	22.2	27.7	38.7	2.4	91.0	264.9	355.9
Approved Financing							460.8
Major donors							
CGIAR Fund	15.9	-	-	-	15.9	66.9	82.8
USA/ World Bank	-	18.4	0.2	-	18.6	49.0	67.6
USA	-	2.1	12.6	-	14.7	29.9	44.6
Germany	-	-	1.5	-	1.5	4.5	6.1
United Kingdom	-	-	1.2	-	1.2	2.9	4.1
European Commission	-	0.7	1.0	-	1.7	3.9	5.6
Bill and Melinda Gates Foundation	-	3.2	1.9	-	5.1	-	5.1
IFAD	-	0.8	0.7	-	1.5	-	1.5
Michigan State University	-	-	2.3	-	2.3	-	2.3
Netherlands	-	1.4	0.6	-	2.0	-	2.0
USA/ Bill and Melinda Gates Foundation	-	-	3.7	-	3.7	-	3.7
Others < $1 m	-	0.9	11.9	2.7	15.6	99.3	114.9
Report adjustments on FS CRPs Exhibit [A]	0.0	(0.1)	(0.4)		(0.4)	-	(0.4)
Total	**15.9**	**27.4**	**37.4**	**2.7**	**83.4**	**256.4**	**339.8**
Participants							
IFPRI [B]	10.7	24.8	33.4	-	68.9	198.5	267.4
Bioversity	0.4	0.2	0.4	1.2	2.2	8.2	10.4
CIAT	0.7	-	0.7	-	1.4	4.6	6.0
CIMMYT	0.2	-	0.1	-	0.3	0.9	1.2
CIP [C]	0.7	-	0.0	-	0.8	7.3	8.1
ICARDA	0.3	-	0.2	-	0.5	1.1	1.6
ICRISAT [D]	0.8	1.9	1.0	1.1	4.8	15.1	19.9
IITA	0.3	0.1	0.3	-	0.7	6.9	7.5
ILRI	0.6	0.4	0.2	0.4	1.7	7.1	8.7
IRRI	0.0	-	0.2	-	0.2		0.2
IWMI	0.1	-	0.1	-	0.2	0.3	0.5
World Agroforestry	0.7	0.0	0.8	-	1.5	4.6	6.1
World Fish	0.2	-	0.1	-	0.2	1.8	2.0
Special initiative- Gender Research Action Plan	0.1				0.1	-	0.1
Total	**15.9**	**27.4**	**37.4**	**2.7**	**83.4**	**256.4**	**339.8**

Flagship Projects	**Total**	**Gender only**
Technology Adoption and Sustainable Intensification	23.7	5.4
Agricultural Growth and Transformation at the National level	37.4	8.8
Value Chains	12.1	3.3
Social Protection	3.3	2.0
Natural Resource Property Regimes	3.0	2.5
Cross-cutting Gender	1.3	1.9
Cross-cutting-Monitoring and Evaluation	0.0	0.0
Cross-cutting-Partnerships and Capacity Building	0.5	0.1
CRP Management\Coordination	2.5	0.7
Report adjustments on FS CRPs Exhibit [A]	(0.4)	-
Total	**83.4**	**24.6**

Window 1-2 Cash flow		
Opening Balance		7.1
Cash Receipts from CGIAR Fund		19.4
Disbursements:		
AfricaRice	(0.2)	
Bioversity	(0.8)	
CIAT	(1.1)	
CIMMYT	(0.5)	
CIP	(1.1)	
ICARDA	(0.6)	
ICRISAT	(1.3)	
IFPRI	(10.9)	
IITA	(0.5)	
ILRI	(1.2)	
IWMI	(0.1)	
World Agroforestry	(1.2)	
WorldFish	(0.3)	(19.8)
Closing Balance held by Lead Center		**6.7**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements
[B] USAID grant expenditure reported under W1W2 was corrected and presented under W3 (0.143m), and the Special initiative-GRAP expenditure reported was deducted from W1W2 (0.079m)
[C] IFAD project expenditure adjustments was deducted from Bilateral (0.040m)
[D] The Special initiative- SIAC expenditure reported was deducted from W3 (0.112m)

Table A6.5: CRP 3.1 - CGIAR Research Program on Wheat (WHEAT)
($ million)

Lead Center: CIMMYT
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	14.4	11.3	19.2	-	44.9	146.5	191.4
Approved Financing							358.2
Major donors							
CGIAR Fund	12.8	-	-	-	12.8	40.3	53.1
USA	-	2.5	1.6	-	4.1	7.5	11.6
Cornell University	-	-	3.4	-	3.4	10.6	14.0
Mexico	-	-	3.3	-	3.3	18.4	21.7
Bill and Melinda Gates Foundation	-	1.5		-	1.5	4.2	5.8
Australia	-	-	1.3	-	1.3	-	1.3
AfDB	-	-	2.1	-	2.1	-	2.1
Others < $1 m	-	1.8	3.6	-	5.4	30.8	36.2
Total	**12.8**	**5.9**	**15.3**	**-**	**33.9**	**111.9**	**145.8**
Participants							
CIMMYT	9.5	5.1	10.9	-	25.5	85.3	110.8
ICARDA	3.3	0.7	4.4	-	8.4	26.6	35.1
Total	**12.8**	**5.9**	**15.3**	**-**	**33.9**	**111.9**	**145.8**

Flagship Projects	**Total**	**Gender only**
Maximising value for money, social inclusivity through prioritizing WHEAT R4D investments	1.6	0.4
Novel diversity and tools to adapt to climate change and recourse constraints	9.0	0.5
Global partnership to accelerate genetic gain in farmers field	14.1	1.5
Sustainable intensification of wheat-based cropping systems	3.7	1.0
Human and institutional capacities for seed systems and scaling out	3.5	0.4
ICARDA Infrastructure	0.1	0.2
CRP Management and coordination	1.9	-
Total	**33.9**	**3.9**
	-	

Window 1-2 Cash flow		
Opening Balance		(1.4)
AR Cancelation from 2014 Over-expenditure		0.5
Cash Receipts from CGIAR Fund		15.1
Disbursements:		
CIMMYT	(9.5)	
ICARDA	(2.5)	(12.0)
Closing Balance held by Lead Center		**2.2**

Table A6.6: CRP 3.2 - CGIAR Research Program on Maize (MAIZE)
($ million)

Lead Center: CIMMYT
Start Date: July 2011

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	13.2	27.7	33.5	-	74.5	210.2	284.7
Approved Financing							445.6
Major donors							
CGIAR Fund	9.8	-	-	-	9.8	49.1	58.9
Bill and Melinda Gates Foundation	-	10.2	4.9	-	15.1	43.9	59.0
Mexico	-	-	7.1	-	7.1	40.8	47.9
AfDB	-	-	4.0	-	4.0	11.5	15.5
USA	-	5.9	0.3	-	6.2	8.9	15.1
Switzerland	-	-	-	-	-	7.4	7.4
Australia	-	0.6	3.2	-	3.8	10.9	14.6
Support for Food Security Activities	-	-	-	-	-	4.0	4.0
Others < $1 m	-	1.9	4.5	-	6.4	42.0	48.4
Report adjustments on FS CRPs Exhibit [1]	0.0	-	-	-	0.0	-	0.0
Total	**9.8**	**18.7**	**24.0**	**-**	**52.5**	**218.4**	**270.9**
Participants							
CIMMYT [A]	8.2	17.0	17.6	-	42.9	187.1	229.9
IITA	1.6	1.6	6.4	-	9.6	31.3	40.9
Total	**9.8**	**18.7**	**24.0**	**-**	**52.5**	**218.4**	**270.9**

Flagship Projects	**Total**	**Gender Only**
Sustainable intensification of maize-based cropping systems	12.6	3.2
Novel tools, technologies and traits for improving genetic gains and breeding efficiency	8.8	0.5
Stress resilient and nutritious maize	14.8	2.5
Aligning with and strengthening maize seed systems for effective product delivery	8.5	1.8
Inclusive and profitable maizefutures	6.4	2.2
CRP Management and coordination	1.4	0.1
Report adjustments on FS CRPs Exhibit [1]	0.0	-
Total	**52.5**	**10.3**
	-	

Window 1-2 Cash flow		
Opening Balance		0.2
Cash Receipts from CGIAR Fund		13.0
Disbursements:		
CIMMYT	(8.2)	
IITA	(1.6)	(9.8)
Closing Balance held by Lead Center		**3.5**

[A] CIMMYT's collaboration reported under CRP3.7 Bilateral was corrected and presented under CRP3.2 W1W2 (0.036m)

Table 6.7: CRP 3.3 - CGIAR Research Program on Rice (GRiSP)
($ million)

Lead Center: IRRI
Start Date: January 2011

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	23.5	22.0	36.1		81.6	416.4	498.0
Approved Financing							675.1
Major donors							
CGIAR Fund	23.5	-	-	-	23.5	174.8	198.3
Bill and Melinda Gates Foundation	-	12.4	-	-	12.4	39.7	52.1
Japan	-	0.8	1.2	-	2.1	24.1	26.2
USA	-	5.5	-	-	5.5	17.3	22.8
Switzerland	-	-	1.8	-	1.8	5.3	7.2
European Commission	-	-	-	-	-	9.5	9.5
IFAD	-	0.4	0.6	-	1.0	5.3	6.3
Fundo Latinoamericano de Reservas	-	-	1.2	-	1.2	3.7	4.9
India	-	1.3	-	-	1.3	3.6	5.0
IDRC	-	-	-	-	-	3.8	3.8
Syngenta Foundation	-	-	1.2	-	1.2	1.0	2.2
Australia	-	0.5	1.0	-	1.4	-	1.4
China	-	-	2.4	-	2.4	-	2.4
Germany	-	-	1.6	-	1.6	-	1.6
Philippines	-	-	4.2	-	4.2	-	4.2
Others < $1 m	-	0.4	19.4	-	19.7	93.1	112.9
Report adjustments on FS CRPs Exhibit [A]	(0.4)	-	(0.2)	0.3	(0.3)	-	(0.3)
Total	**23.1**	**21.3**	**34.3**	**0.3**	**79.0**	**381.4**	**460.4**
Participants							
IRRI	15.4	19.6	23.3	-	58.3	274.8	333.1
Africa Rice	5.3	1.7	9.0	-	16.0	81.7	97.7
CIAT	2.4	0.0	2.0	0.3	4.8	24.9	29.7
Total	**23.1**	**21.3**	**34.3**	**0.3**	**79.0**	**381.4**	**460.4**

Themes	**Total**	**Gender Only**
Harnessing Genetic Diversity	11.2	-
Accelerating development, delivery and adoption	27.7	1.9
Ecological and sustainable development	12.1	1.3
Extracting more value from Rice Harvests	2.8	0.4
Technology evaluations	3.5	3.5
Supporting global growth of rice sector	9.0	1.5
Cross-cutting gender work and participation in the CGIAR Gender Network	9.6	0.4
Institutional Capacity	0.9	0.5
Program Coordination and Capacity Building	2.4	-
New Frontier	0.3	-
Report adjustments on FS CRPs Exhibit [A]	(0.3)	-
Total	**79.0**	**9.6**

Window 1-2 Cash flow		
Opening Balance		3.7
Cash Receipts from CGIAR Fund		23.5
Disbursements:		
AfricaRice	(8.3)	
CIAT	(3.4)	
IRRI	(15.5)	(27.1)
Closing Balance held by Lead Center		**0.0**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements

Table 6.8: CRP 3.4 - CGIAR Research Program on Roots, Tubers and Bananas (RTB)
($ million)

Lead Center: CIP
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1 /2	Window 3					
Approved Budget [A]	21.9	29.0	26.9	0.4	78.2	231.4	309.6
Approved Financing							363.5
Major donors							
CGIAR Fund	20.4	-	-	-	20.4	82.8	103.2
Bill and Melinda Gates Foundation	-	12.3	3.2	-	15.5	35.7	51.1
USA	-	11.5	2.1	-	13.6	18.3	31.9
IFAD	-	2.5	0.2	-	2.7	4.3	7.1
AfDB	-	-	3.3	-	3.3	4.8	8.1
Ireland	-	-	1.9	-	1.9	4.6	6.5
Nigeria	-	-	-	-	-	4.5	4.5
Finland	-	-	-	-	-	2.5	2.5
Germany	-	-	1.4	-	1.4		1.4
Others < $1m	-	1.4	11.2	0.7	13.4	34.1	47.5
Report adjustments on FS CRPs Exhibit [B]	0.1	(0.0)	(0.0)	-	(0.0)	-	(0.0)
Total	**20.5**	**27.7**	**23.3**	**0.7**	**72.2**	**191.7**	**263.9**
Participants							
CIP [C]	7.9	13.1	8.7	0.3	30.0	94.8	124.8
Bioversity	4.6	0.3	1.5	0.2	6.5	26.2	32.7
CIAT	3.4	1.6	1.7	0.2	6.9	18.6	25.5
IITA	4.6	12.7	11.5	-	28.7	52.1	80.9
Special initiative- Gender Research Action Plan	0.1	-	-	-	0.1	-	0.1
Total	**20.5**	**27.7**	**23.3**	**0.7**	**72.2**	**191.7**	**263.9**

Themes	**Total**	**Gender Only**
Unlocking the value and use potential of genetic resources	4.5	0.1
Accelerating the Development and Selection of Cultivars	24.0	1.0
Managing priority pests and diseases	7.0	0.3
Making available low-cost, high-quality planting material for farmers	11.5	0.8
Developing tools for more productive, ecologically robust cropping systems	3.7	0.3
Promoting postharvest technologies, value chains, and market opportunities	12.4	0.5
Enhancing impact through partnerships	2.8	1.3
Results based Management Pilot	0.4	-
Gender research	4.4	-
CRP Management and coordination	1.5	0.2
Report adjustments on FS CRPs Exhibit [B]	(0.0)	-
Total	72.2	4.4
	-	

Window 1-2 Cash flow		
Opening Balance		8.7
Cash Receipts from CGIAR Fund		19.6
Interest gain		0.0
Disbursements:		
Bioversity	(5.6)	
CIAT	(4.5)	
CIFOR	(7.9)	
IITA	(5.9)	(24.0)
Closing Balance held by Lead Center		**4.4**

[A] Annual approved budget includes carry forward
[B] Report adjustments to reconcile L Series report with the audited Financial Statements
[C] The Special initiative- GRAP expenditure reported was deducted from W1W2 (0.040m)

Table 6.9: CRP3.5 - CGIAR Research Program on Grain Legumes
($ million)

Lead Center: ICRISAT
Start Date: July 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget [A]	5.9	28.5	21.2	0.1	55.7	142.5	198.2
Approved Financing							226.4
Major donors							
CGIAR Fund	5.3	-	-	-	5.3	43.6	49.0
Bill and Melinda Gates Foundation	-	4.8	0.1	-	5.0	13.5	18.5
USA	-	14.4	0.3	-	14.7	9.1	23.8
India	-	0.8	2.3	-	3.1	8.7	11.8
Wageningen University	-	-	2.4	-	2.4	3.5	6.0
Switzerland	-	-	1.6	-	1.6	2.0	3.6
Canada	-	-	-	-	-	6.6	6.6
Others < $1 m	-	3.2	8.3	0.1	11.6	29.0	40.7
CGIAR collaboration	(0.0)	(1.9)	(0.1)	-	(2.0)	-	(2.0)
Report adjustments on FS CRPs Exhibit [B]	0.5	-	(0.1)	-	0.5	-	0.5
Total	**5.9**	**21.4**	**14.9**	**0.1**	**42.3**	**116.1**	**158.4**
Participants							
ICRISAT	2.4	11.0	5.6	0.1	19.1	51.4	70.5
CIAT	0.6	2.8	3.6	-	7.0	24.8	31.8
ICARDA [C]	2.0	1.6	0.9	-	4.5	12.2	16.7
IITA	0.8	6.0	4.8	-	11.7	27.6	39.3
Special initiative- Gender Research Action Plan	0.1	-	-	-	0.1	-	0.1
Total	**5.9**	**21.4**	**14.9**	**0.1**	**42.3**	**116.1**	**158.3**

Themes	**Total**	**Gender only**
Drought and low phosphorus tolerant common bean, cowpea and soybean	9.1	0.2
Heat tolerant chickpea, common bean, faba bean and lentil	5.2	0.2
Short duration, drought tolerant and aflatoxin free groundnut	6.1	0.4
High nitrogen fixing chickpea, common bean, faba bean and soybean	7.4	0.2
Insect-smart chickpea, cowpea and pigeon pea production systems	2.6	0.2
Extra early chickpea and lentil varieties	2.3	0.2
Herbicide tolerant, machine harvestable chickpea, faba bean and lentil varieties	1.8	0.1
Hybrid pigeon pea	2.5	0.2
ICARDA Infrastructure	0.8	0.0
CRP management and coordination	1.4	-
Gender strategies	2.3	-
Report adjustments on FS CRPs Exhibit [B]	0.7	-
Total	**42.3**	**1.6**

Window 1-2 Cash flow		
Opening Balance		1.5
Cash Receipts from CGIAR Fund		4.1
Disbursements:		
AfricaRice		
CIAT	(0.5)	
ICARDA	(0.5)	
ICRISAT	(2.6)	
IITA	(1.0)	(4.6)
Closing Balance held by Lead Center		**0.9**

[A] Annual approved budget includes carry forward
[B] Report adjustments to reconcile L Series report with the audited Financial Statements
[C] The Special initiative- SIAC expenditure reported was deducted from Bilateral (0.028m)

Table 6.10: CRP 3.6 - CGIAR Research Program on Dryland Cereals (DCL)
($ million)

Lead Center: ICRISAT
Start Date: July 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	5.7	6.8	8.1	1.0	21.6	61.2	82.8
Approved Financing							115.0
Major donors							
CGIAR Fund	4.2	-	-	-	4.2	19.5	23.7
Bill and Melinda Gates Foundation	-	-	1.6	-	1.6	10.5	12.1
USA	-	4.0	0.1	-	4.1	2.0	6.1
India	-	-	-	-	-	2.5	2.5
Others < $1 m	-	0.6	4.2	1.0	5.9	10.4	16.2
Report adjustments on FS CRPs Exhibit [A]	0.3	-	-	-	0.3	-	0.3
Total	**4.4**	**4.7**	**5.9**	**1.0**	**16.0**	**44.9**	**60.9**
Participants							
ICRISAT	2.9	4.3	5.3	1.0	13.5	38.0	51.5
ICARDA	1.5	0.4	0.6	-	2.5	6.9	9.4
Total	**4.4**	**4.7**	**5.9**	**1.0**	**16.0**	**44.9**	**60.9**

Flagship Projects	**Total**	**Gender only**
Data Collection and Knowledge Dissemination	1.2	0.1
Improved varieties and hybrids	4.9	0.4
Management Options	2.7	0.3
Seed Dissemination	2.2	0.2
Post-harvest value and market access	1.4	0.1
ICARDA Infrastructure	0.5	0.1
CRP Management/Coordination	1.7	-
Gender Strategies	0.9	-
Report adjustments on FS CRPs Exhibit [A]	0.3	-
Total	**16.0**	**1.2**

Window 1-2 Cash flow		
Opening Balance		1.2
Cash Receipts from CGIAR Fund		3.9
Disbursements:		
ICARDA	(0.3)	
ICRISAT	(3.0)	(3.3)
Closing Balance held by Lead Center		**1.7**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements

Table 6.11: CRP 3.7 - CGIAR Research Program on Livestock and Fish (L&F)
($ million)

Lead Center: ILRI
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	15.6	9.7	10.5	-	35.8	80.3	116.2
Approved Financing							180.6
Major donors							
CGIAR Fund	14.4	-	-	-	14.4	34.3	48.7
Bill and Melinda Gates Foundation	-	3.2	0.1	-	3.3	3.2	6.5
European Commission/IFAD	-	-	-	-	-	3.2	3.2
Switzerland	-	-	-	-	-	4.1	4.1
USA	-	2.0	0.2	-	2.2	3.1	5.2
European Commission	-	-	-	-	-	2.4	2.4
Germany	-	-	1.7	-	1.7	2.3	4.0
Ireland	-	-	1.0	-	1.0		1.0
Others < $1 m	-	0.4	5.5	0.1	6.0	19.5	25.6
Report adjustments on FS CRPs Exhibit [A]	(0.1)	(0.0)	(0.2)	-	(0.2)	-	(0.2)
Total	**14.3**	**5.6**	**8.3**	**0.1**	**28.4**	**72.0**	**100.4**
Participants							
ILRI [B]	10.9	3.5	5.0	0.1	19.5	45.8	65.3
CIAT	1.5	0.3	2.0	-	3.7	9.9	13.6
ICARDA	0.5	0.1	0.0	-	0.6	2.0	2.6
WorldFish [C]	1.5	1.8	1.3	-	4.5	14.4	18.9
Total	**14.3**	**5.6**	**8.3**	**0.1**	**28.4**	**72.0**	**100.5**

Flagship Projects	**Total**	**Gender**
Animal Health	7.2	0.2
Genetics and Breeding	8.8	0.2
Feeds and Forages	2.5	0.2
Systems Analysis for Sustainable Innovations (SASI)	6.3	1.2
Value Chain Transformation and Scaling (VCTS)	2.0	0.9
CRP Management and Coordination	1.9	-
Report adjustments on FS CRPs Exhibit [A]	(0.2)	-
Total	28.4	2.7

Window 1-2 Cash flow		
Opening Balance		10.5
Cash Receipts from CGIAR Fund		11.3
Disbursements:		
AfricaRice		
CIAT	(1.5)	
ICARDA	(0.5)	
ILRI	(10.9)	
WorldFish	(1.5)	(14.3)
Closing Balance held by Lead Center		**7.5**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements
[B] CIMMYT's collaboration reported under CRP3.7 Bilateral was corrected and presented under CRP3.2 W1W2 (0.036m)
[C] The Special initiative- SIAC expenditure reported was deducted from Bilateral (0.023m)

Table 6.12: CRP 4 - CGIAR Research Program on Agriculture for Nutrition and Health (A4NH) ($ million)

Lead Center: IFPRI
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget [A]	20.082	27.324	45.358	1.501	94.265	196.287	290.552
Approved Financing							438.500
Major donors							
CGIAR Fund	18.9	-	-	-	18.9	62.0	80.8
Harvest Plus	-	0.0	22.1	-	22.1	29.5	51.5
Family Health Inc	-	-	-	-	-	12.6	12.6
Bill and Melinda Gates Foundation	-	2.0	1.4	-	3.3	8.5	11.8
United Kingdom	-	0.9	0.3	1.0	2.3	4.0	6.3
Canada	-	-	4.8	-	4.8	2.0	6.7
European Commission	-	-	-	-	-	3.7	3.7
Concern Worldwide	-	-	1.7	-	1.7	-	1.7
Deloitte	-	-	1.1	-	1.1	-	1.1
FAO	-	-	1.0	-	1.0	-	1.0
FHI 360	-	-	2.0	-	2.0	-	2.0
USA	-	3.2	1.6	-	4.8	-	4.8
USA/ World Bank	-	1.6	0.5	-	2.0	-	2.0
Others < $1 m		18.9	10.1	0.3	29.3	47.7	77.0
Report adjustments on FS CRPs Exhibit [B]	(0.0)	19.2	(18.2)	(1.0)	(0.0)	-	(0.0)
Total	18.9	45.8	28.3	0.3	93.3	169.8	263.1
Participants							
IFPRI [C]	5.6	19.8	17.4	-	42.8	69.0	111.8
Bioversity	1.3	0.2	1.6	0.3	3.4	8.9	12.2
CIAT [D]	2.4	18.5	0.5	-	21.4	44.7	66.1
CIMMYT [E]	1.9	1.6	-	-	3.5	6.3	9.8
CIP	0.3	2.4	-	-	2.7	5.0	7.7
ICARDA	-	-	0.3	-	0.3	-	0.3
ICRISAT	0.9	0.8	0.0	-	1.7	6.4	8.0
IITA	1.3	1.7	5.5	-	8.5	20.9	29.4
ILRI	3.5	0.5	1.8	-	5.9	16.7	22.5
IRRI	1.1	-	1.2	-	2.3	1.9	4.2
World Agroforestry	0.2	0.4	0.0	-	0.7	1.9	2.6
World Fish	0.1	-	0.1	-	0.2	0.9	1.1
Special initiative- Gender Research Action Plan	0.1	-	-	-	0.1	-	0.1
Total	18.9	45.8	28.3	0.3	93.3	182.5	275.8

Flagship Projects	Total	Gender
Value Chains for Enhanced Nutrition	6.7	2.9
Biofortification	60.6	2.1
Agriculture Associated Diseases	10.4	1.6
Integrated Programs and Policies	13.6	6.6
CRP Management /Coordination	2.0	-
Report adjustments on FS CRPs Exhibit [B]	(0.0)	-
Total	93.3	13.2

Window 1-2 Cash flow		
Opening Balance		8.0
Cash Receipts from CGIAR Fund		11.7
Disbursements:		
Bioversity	(1.3)	
CIAT	(0.5)	
CIP	(0.3)	
ICRISAT	(0.5)	
IFPRI	(11.2)	
IITA	(1.3)	
ILRI	(2.6)	
World Agroforestry	(0.3)	
WorldFish	(0.1)	(18.1)
Closing Balance held by Lead Center		**1.6**

[A] Annual approved budget includes carry forward
[B] Report adjustments to reconcile L Series report with the audited Financial Statements
[C] The partner expenditure reported by both CIAT and IFPRI was deducted from IFPRI's W1W2 (0.645m), and the Special initiative- GRAP expenditure reported was deducted from W1W2 (0.106m)
[D] The HarvestPlus grant expenditure reported under Bilateral was corrected and presented under W3 (18.174m)
[E] The HarvestPlus grant expenditure reported under W1W2 was corrected and presented under W3 (1.570m)

Table 6.13: CRP 5 - CGIAR Research Program on Water, Land and Ecosystems (WLE)
($ million)

Lead Center: IWMI
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	29.5	3.6	25.3	0.8	59.2	169.1	228.4
Approved Financing							374.8
Major donors							
CGIAR Fund	22.5	-	-	-	22.5	71.0	93.4
AfDB	-	-	4.0	-	4.0	5.2	9.3
Water and Food Challenge Program	-	-	-	-	-	3.0	3.0
Bill and Melinda Gates Foundation	-	1.6	0.7	-	2.3	10.8	13.1
USA	-	0.9	2.2	-	3.1	6.3	9.4
India	-	0.2	1.8	-	1.9	3.7	5.6
Germany	-	-	2.6	-	2.6	1.6	4.2
Australia	-	0.6	1.5	-	2.1	8.1	10.2
Netherlands	-	-	-	-	-	1.0	1.0
European Commission	-	1.3	0.4	-	1.6	-	1.6
Others < $1 m	-	1.5	11.0	1.9	14.4	59.0	73.4
CGIAR collaboration	-	(0.9)	(2.3)	-	(3.2)	-	(3.2)
Report adjustments on FS CRPs Exhibit [A]	(0.1)	-	0.0	(0.0)	(0.1)	-	(0.1)
Total	**22.4**	**5.2**	**21.8**	**1.9**	**51.3**	**169.6**	**220.9**
Participants							
IWMI	13.8	2.2	7.2	-	23.2	86.0	109.2
Bioversity	1.9	0.0	1.6	1.3	4.8	11.5	16.2
CIAT	1.7	0.3	3.3	0.1	5.5	17.7	23.1
CIP	0.2	0.3	-	0.0	0.5	1.4	1.9
ICARDA	0.6	0.7	0.6	-	1.9	8.1	10.0
ICRISAT	0.7	0.0	2.0		2.7	8.5	11.2
IFPRI	1.7	-	1.3	-	2.9	4.7	7.6
IITA	0.1	1.4	3.3	-	4.8	14.5	19.3
ILRI [B]	0.3	0.4	0.2	-	0.9	3.7	4.7
IRRI	0.2	-	-	-	0.2	1.2	1.4
World Agroforestry [C]	0.8	-	2.2	0.4	3.4	11.1	14.5
World Fish	0.3	-	0.2	-	0.5	1.4	1.9
Total	**22.4**	**5.2**	**21.8**	**1.9**	**51.3**	**169.6**	**220.9**

Flagship Projects	**Total**	**Gender only**
Integrating Ecosystem Solutions into Policy and Investments	9.7	2.4
Sustainably increasing land and water productivity	14.7	2.5
Regenerating degraded agricultural ecosystems	9.2	0.9
Recovering and reusing resources in urbanised ecosystems	2.9	0.4
Managing resource variability and competing use	6.9	0.7
Ecosystem services and resilience	0.4	0.1
Gender, Poverty & Institutions	0.6	0.6
Strengthening decision analysis and information systems	4.9	0.3
Management	1.1	0.1
Communication	0.8	0.2
Decentralization Funds- ICARDA	0.1	-
Report adjustments on FS CRPs Exhibit [A]	(0.1)	-
Total	**51.3**	**8.1**

Window 1-2 Cash flow		
Opening Balance		16.4
Cash Receipts from CGIAR Fund		15.5
Disbursements:		
Bioversity	(1.3)	
CIAT	(0.7)	
CIP	(0.3)	
ICARDA	(0.6)	
ICRISAT	(0.7)	
IFPRI	(0.8)	
IITA	(0.2)	
ILRI	(0.1)	
IWMI	(17.2)	
World Agroforestry	(1.3)	
WorldFish	(0.1)	(23.4)
Closing Balance held by Lead Center		**8.4**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements
[B] IWMI's collaboration reported under Bilateral was corrected and presented under W1W2 (0.197m) and W3 (0.394m)
[C] Bioversity's collaboration reported under Bilateral was corrected and presented under W1W2 (0.018m)

Table 6.14: CRP 6 - CGIAR Research Program on Forests, Trees and Agroforestry (FTA)
($ million)

Lead Center: CIFOR
Start Date: July 2011

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	17.7	11.8	44.0	7.6	81.3	203.5	284.7
Approved Financing							462.6
Major donors							
CGIAR Fund	19.1	-	-	-	19.1	98.2	117.3
Norway	-	-	4.4	-	4.4	15.8	20.2
Australia	-	4.3	0.9	-	5.2	7.9	13.2
MARS Inc	-	-	3.8	-	3.8	17.0	20.8
USA	-	3.4	0.2	-	3.5	14.4	17.9
IFAD	-	2.0	0.9	-	2.9	7.5	10.4
European Commission	-	-	3.1	-	3.1	14.2	17.4
Finland	-	-	1.2	-	1.2	2.0	3.1
Canada	-	-	1.8	-	1.8	4.8	6.6
Belgium	-	-	-	-	-	1.5	1.5
Germany	-	-	2.1	-	2.1	-	2.1
Others < $1 m	-	1.9	13.2	7.7	22.8	77.3	100.1
CGIAR collaboration	-	(0.3)	(0.7)	-	(1.0)	-	(1.0)
Report adjustments on FS CRPs Exhibit [A]	-	-	(0.2)	-	(0.2)	-	(0.2)
Total	**19.1**	**11.2**	**30.7**	**7.7**	**68.7**	**260.6**	**329.3**
Participants							
CIFOR [B]	10.5	7.1	11.5	4.8	33.8	119.9	153.8
Bioversity	2.3	0.6	0.3	1.1	4.4	22.1	26.6
CIAT	0.4	-	0.8	0.0	1.2	3.4	4.6
World Agroforestry	5.9	3.5	18.1	1.7	29.2	115.2	144.4
Special initiative- Gender Research Action Plan	0.1	-	-	-	0.1	-	0.1
Total	**19.1**	**11.2**	**30.7**	**7.7**	**68.7**	**260.6**	**329.3**

Flagship Projects	**Total**	**Gender only**
Smallholder production systems and markets	20.5	1.6
Management and conservation of forest and tree resources	10.2	1.8
Landscape management for environmental services, biodiversity conservation and livelihoods	10.9	0.7
Climate change adaptation and mitigation	19.8	4.0
Impacts of trade and investment on forests and people	5.5	0.9
CRP Management and Coordination	4.0	-
CGIAR collaboration	(1.0)	-
Non-CGIAR partners' (CATIE and CIRAD) co-funding	(1.0)	-
Report adjustments on FS CRPs Exhibit [A]	(0.2)	-
Total	**68.7**	**9.1**
	-	

Window 1-2 Cash flow		
Opening Balance		2.1
Cash Receipts from CGIAR Fund		16.0
Disbursements:		
Bioversity	(2.1)	
CIAT	(0.6)	
CIFOR	(7.0)	
World Agroforestry	(6.8)	(16.5)
Closing Balance held by Lead Center		**1.7**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements
[B] The Special initiative- GRAP expenditure reported was deducted from Bilateral (0.009m)

Table 6.15: CRP 7 - CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) ($ million)

Lead Center: CIAT
Start Date: January 2011

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	34.0	14.6	17.0	-	65.6	290.9	356.5
Approved Financing							453.9
Major donors							
CGIAR Fund	33.5	-	-	-	33.5	165.1	198.6
European Commission	-	3.1	-	-	3.1	6.8	9.9
MADR	-	-	2.9	-	2.9	7.3	10.2
Columbia University	-	-	-	-	-	2.1	2.1
IFAD	-	1.4	0.0	-	1.4	2.4	3.8
Germany	-	-	1.1	-	1.1	2.4	3.6
USA	-	2.1	0.4	-	2.5	4.5	6.9
Australia	-	1.2	0.9	-	2.1	2.4	4.4
Bill and Melinda Gates Foundation	-	1.6	0.1	-	1.7	-	1.7
FIND	-	-	1.6	-	1.6	-	1.6
Netherlands	-	-	1.3	-	1.3	-	1.3
Others < $1 m	-	1.2	6.5	1.1	8.9	61.9	70.8
Report adjustments on FS CRPs Exhibit [A]	(1.7)	(0.9)	(0.2)	-	(2.7)	-	(2.7)
Total	**31.8**	**9.7**	**14.5**	**1.1**	**57.2**	**254.7**	**312.0**
Participants							
CIAT	9.3	4.5	5.3	0.2	19.3	63.4	82.7
Africa Rice	0.0	-	(0.0)	-	0.0	2.8	2.8
Bioversity [B]	2.0	1.5	2.0	0.7	6.1	23.7	29.9
CIFOR	0.8	-	0.0	0.2	0.9	3.5	4.5
CIMMYT	2.7	2.1	0.4		5.1	19.6	24.7
CIP	0.4	0.2	0.0	0.1	0.7	8.2	9.0
ICARDA	0.0	0.0	-	-	0.0	6.9	6.9
ICRISAT	2.4	0.4	1.2	0.0	4.0	21.1	25.1
IFPRI	2.0	0.0	0.3	-	2.3	11.8	14.2
IITA	1.2	0.4	0.5	-	2.0	6.4	8.5
ILRI [C]	4.0	0.3	1.1	-	5.4	30.1	35.5
IRRI	2.0	-	0.7	-	2.6	6.5	9.1
IWMI	1.5	0.3	0.6	-	2.4	15.2	17.6
World Agroforestry	2.8	-	2.2	-	5.0	28.7	33.7
World Fish	0.7	-	0.3	-	1.0	6.8	7.8
Special initiative- Open Access	0.1	-	-	-	0.1	-	0.1
Total	**31.8**	**9.7**	**14.5**	**1.1**	**57.2**	**254.7**	**312.0**

Themes	**Total**	**Gender only**
Adaptation to progressive climate change	17.9	3.2
Managing Climate Risk	7.2	0.8
Pro-poor Mitigation	9.9	0.8
Integration for Decision Making	11.0	2.3
Gender Strategies	7.1	-
CRP Management/Coordination	4.1	-
Report adjustments on FS CRPs Exhibit [A]	0.0	-
Total	**57.2**	**7.1**

Window 1-2 Cash flow		
Opening Balance		16.3
Cash Receipts from CGIAR Fund		33.5
Disbursements:		
AfricaRice	(0.2)	
Bioversity	(3.3)	
CIAT	(10.6)	
CIFOR	(1.0)	
CIMMYT	(4.5)	
CIP	(1.1)	
ICARDA	(0.4)	
ICRISAT	(4.5)	
IFPRI	(1.8)	
IITA	(1.2)	
ILRI	(3.5)	
IRRI	(3.8)	
IWMI	(1.9)	
World Agroforestry	(5.6)	
WorldFish	(0.9)	(44.4)
Closing Balance held by Lead Center		**5.4**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements
[B] The expenditure related to CGIAR Consortium collaboration grant was deducted from Bilateral (0.015m)
[C] EC-IFAD grant expenditure reported under W1W2 was corrected and presented under W3 (0.299m)

Table 6.16: CGIAR Research Program for Managing and Sustaining Crop Collections (Genebanks) ($ million)

Lead Center: Bioversity
Start Date: January 2012

	2015					Prior Years	Total
	CGIAR Fund		Bilateral	Center Own	Total		
	Window 1/2	Window 3					
Approved Budget	19.4	-	3.5	-	22.9	64.7	87.5
Approved Financing							108.6
Major Donors							
CGIAR Fund	19.4	-	-	-	19.4	46.7	66.1
GCDT	-	-	2.3	-	2.3		2.3
Others < $1 m	-	-	-	-	-	14.7	14.7
Report adjustments on FS CRPs Exhibit [A]	(0.3)	0.3	4.2	0.2	4.5	-	4.5
Total	**19.1**	**0.3**	**6.6**	**0.2**	**26.2**	**61.4**	**87.6**
Participants							
Bioversity	1.0	-	0.5	0.1	1.5	3.6	5.1
Africa Rice	0.5	-	-	-	0.5	1.2	1.7
CIAT	2.3	-	0.7	-	3.0	8.0	11.0
CIMMYT	1.2	-	0.5	-	1.7	6.4	8.1
CIP	3.8	-	1.7	-	5.5	12.3	17.8
ICARDA	2.1	0.0	0.6	-	2.7	4.9	7.6
ICRISAT	2.1	-	0.9		3.0	7.4	10.5
IITA	1.0	-	0.9		1.9	4.2	6.1
ILRI	1.2	0.3	0.2	-	1.6	2.8	4.4
IRRI	1.3	-	0.4		1.8	4.6	6.3
World Agroforestry	1.0	-	0.2	0.2	1.3	2.6	4.0
GCDT - Service Contracts	0.6	-	-	-	0.6	3.4	4.0
GCDT Management	0.9	-	-	-	0.9	-	0.9
Total	**19.1**	**0.3**	**6.6**	**0.2**	**26.2**	**61.5**	**87.6**

Themes	**Total**
Theme 1	20.7
CRP Management/Coordination	0.9
Report adjustments on FS CRPs Exhibit [A]	4.6
Total	**26.2**

[A] Report adjustments to reconcile L Series report with the audited Financial Statements

GLOSSARY

CGIAR Research Programs (CRP)

1.1 CRP on Dryland Systems
1.2 CRP on Integrated Systems for the Humid Tropics (Humidtropics)
1.3 CRP on Aquatic Agricultural Systems (AAS)
2 CRP on Policies, Institutions and Markets (PIM)
3.1 CRP on Wheat (WHEAT)
3.2 CRP on Maize (MAIZE)
3.3 Global Rice Science Partnership (GRiSP)
3.4 CRP on Roots, Tubers and Bananas (RTB)
3.5 CRP on Grain Legumes
3.6 CRP on Dryland Cereals (DCL)
3.7 CRP on Livestock and Fish (L&F)
4 CRP on Agriculture for Nutrition and Health (A4NH)
5 CRP on Water, Land and Ecosystems (WLE)
6 CRP on Forests, Trees and Agroforestry (FTA)
7 CRP on Climate Change, Agriculture and Food Security (CCAFS)
8 CRP for Managing and Sustaining Crop Collections (Genebanks)

CGIAR Centers

AfricaRice	Africa Rice Center
Bioversity	Bioversity International
CIAT	Centro Internacional de Agricultura Tropical (International Center for Tropical Agriculture)
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maíz y Trigo (International Maize and Wheat Improvement Center)
CIP	Centro Internacional de la Papa (International Potato Center)
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
World Agroforestry	World Agroforestry Centre (sometimes still abbreviated as ICRAF)
WorldFish	WorldFish (sometimes still abbreviated as ICLARM

Challenge Programs
Generation (GCP)
HarvestPlus
Sub-Saharan Africa (SSA)
Water and Food (CPWF)

Donor Abbreviations

AATF	African Agricultural Technology Foundation
ACIAR	Australian Centre for International Agricultural Research
ADB	Asian Development Bank
AfDB	African Development Bank
AFESD	Arab Fund for Economic and Social Development
AGRA	Alliance for a Green Revolution in Africa
BMGF	Bill and Melinda Gates Foundation
CIDA	Canadian International Development Agency
DfID	Department for International Development (UK)
EC	European Community
EU	European Union
FLAR	Fondo Latino Americano de Reservas
GCP	Generation Challenge Program
GIZ	Deutsche Gesellschaft für Internationale Zusammerbeit
GTZ	German Technical Cooperation
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
SAGARPA	Secretaria de Agricultura, Ganadería, Desarrollo Rural Pesca y Alimentación
SDC	Swiss Agency for Development and Cooperation
SFSA	Support for Food Security Activities
SIDA	Swedish International Development Cooperation Agency
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
USAID	United States Agency for International Development
USDA	United States Department of Agriculture

GLOSSARY

GLOSSARY

Other Abbreviations

CGIAR	With the reforms, 'CGIAR' has been adopted as a name. It was originally an abbreviation for the Consultative Group of International Agricultural Research
CIARC	Consortium of International Agricultural Research Centers
CRP	CGIAR Research Program
CSP	Cost Sharing Percentage
ISPC	Independent Science and Partnership Council
SRF	Strategy and Results Framework

Terminology

Bilateral grants	Grants that are received by Centers directly from donors, which can be restricted or unrestricted.
Center	One of the 15 Research Centers that belong to the Consortium, all of which are separate legal entities.
CGIAR	The partnership of Centers, donors, Fund Office, partners, Independent Science and Partnership Council, and other participants working together to implement the Strategy and Results Framework. Once an abbreviation, CGIAR is now a name in itself.
CGIAR Fund	The multi-donor trust CGIAR Fund administered by the World Bank, as trustee, and governed by the Fund Council.
CGIAR Research Program (CRP)	Research program for the coordinated implementation by CGIAR Centers of the Strategy and Results Framework.
Consortium	The partnership of 15 CGIAR Centers led by the Consortium Board and supported by the Consortium Office.
Cost Sharing Percentage	The percentage determined by the Fund Office and designed to cover system costs, which is chargeable to all contributions.
CRP Lead Center	The Center assigned by the Consortium to coordinate the implementation of activities and receive fund transfers from the CGIAR Fund with respect to a CRP under a governing program implementation agreement.

GLOSSARY

Daily operating expenses Total operating expenses of a Center, less depreciation divided by 365 days. This indicator measures the daily cash requirement of a Center in the course of normal operations.

Direct costs Operating costs incurred by a Center that can be traced directly to a project or discrete research activity. Common examples of direct costs include the cost of staff assigned to a specific project, or the cost of supplies or equipment consumed by the project.

Indirect costs General and management costs not directly attributable to research, which need to be allocated indirectly. They are also often referred to as overhead, institutional costs or governance costs.

Indirect cost rate Ratio of indirect costs to direct costs, expressed as a percentage.

Liquidity An organization's ability to meet its short-term obligations. Technically, it is the difference between current assets and current liabilities. Liquidity can be in terms of a ratio (called 'current ratio') or number of days of operating expenditure. Liquidity is also referred to as 'working capital'.

Long-term stability (adequacy of reserve indicator) Indicator that measures the number of days of operation that a Center can support from its own resources (i.e., reserves). It is computed as unrestricted net assets less net fixed assets, divided by daily operating expenses, excluding depreciation.

CGIAR CONSORTIUM
CGIAR Consortium Office
1000 Avenue Agropolis 34394 Montpellier, France
Tel: +33 4 67 04 7575 • Fax: +33 4 67 04 7583
Email: consortium@cgiar.org

CGIAR FUND
CGIAR Fund Office
The World Bank Group 1818 H Street NW
Washington DC 20433 USA
Tel: +1 202 473 8951 0149 • Fax: +1 202 473 8110
Email: cgiarfund@cgiar.org

www.cgiar.org

CGIAR
Science for a food-secure future